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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period 1 July 2018 to 30 June 2019

Report of the Secretary-General

Summary

The present report includes proposals for a total amount of $296.7 million with respect to post and non-post requirements for the 2018/19 period, compared with $299.1 million approved for the 2017/18 period, representing a decrease of $2.4 million for the core component of the support account. While the proposed estimates for post and non-post resources decreased by 0.8 per cent, the overall proposed level of $354.6 million, including peacekeeping contributions to Organizational initiatives, reflects an increase of 8.8 per cent compared with authorized resources for the 2017/18 period ($325.8 million).

The updated standard salary, vacancy rates and common staff costs, as well as changes in staffing establishment, resulted in lower post and non-post requirements. Taking into account the requirements of peacekeeping contributions to Organizational initiatives, including (a) enterprise resource planning ($28.9 million; see General Assembly resolution 72/262, sect. XXI), (b) information and systems security ($0.8 million; see A/68/552, para. 20), (c) the global service delivery model project and global shared service centres ($11.2 million; see A/72/6 Sect. 29A and A/72/801), (d) peacekeeping capability readiness ($3.9 million; see General Assembly resolution 71/296) and (e) requirements to support the continued implementation of Umoja in the field ($13.1 million; see A/70/749 and A/71/809), the total resource requirements for the 2018/19 period amount to $354.6 million, compared with $325.8 million for the 2017/18 period, an overall increase of $28.8 million.

The proposed budget for the support account for the 2018/19 period reflects the impact on the support account of the proposed reform initiatives of the Secretary-General as outlined in his reports on the peace and security reform (A/72/772), shifting the management paradigm in the United Nations (A/72/492/Add.2) and the global service delivery model (A/72/801). The proposed budget therefore reflects, inter alia,

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the movement of support account posts and non-post resources related to these reform initiatives. For the period 1 July to 31 December 2018, it includes requirements for the offices currently included in the support account, while for the period 1 January 2019 to 30 June 2019, it reflects the proposed revised structure of the Secretariat, including the proposed Department of Peace Operations (DPO) that will replace the existing Department of Peacekeeping Operations (DPKO), the proposed Department of Management Strategy, Policy and Compliance (DMSPC) that will replace the existing Department of Management (DM) and the proposed Department of Operational Support (DOS) that will replace the existing Department of Field Support (DFS), as well as the Office of Information and Communications Technology (OICT). In addition, the proposed budget includes resources for the Peacebuilding Support Office (PBSO) and for the global service delivery model project costs and the peacekeeping share of the global shared service centres.

The proposed amount provides for up to 1,439 posts and general temporary assistance positions compared with the current approved level of 1,440 posts and positions. The proposals include strengthening of investigative capacity to combat sexual exploitation and abuse as well as sexual harassment.

In the 2018/19 period, the number of authorized uniformed personnel supported, including African Union personnel, is expected to decrease from 135,561 to 120,248 and the number of civilian personnel in missions is expected to decrease from 18,259 to 15,378, owing mainly to the closing of the United Nations Mission in Liberia (UNMIL) by the end of June 2018, the transition of the United Nations Stabilization Mission in Haiti (MINUSTAH) to the smaller United Nations Mission for Justice Support in Haiti (MINUJUSTH) and the streamlining of the African Union-United Nations Hybrid Operation in Darfur (UNAMID). On the other hand, the mandates for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) and the United Nations Mission in South Sudan (UNMISS) are likely to remain challenging and complex to implement. While the number of peacekeeping operations is decreasing, the complexity of the work undertaken by peacekeeping operations has persisted.

Troops and police as well as civilian staff continue to be deployed to remote and high-risk areas. The political instability of the environments in which missions are operating and the complexity of the mandates of peacekeeping missions, which have been increasing, are among the factors that influence backstopping requirements. An increased focus on the prevention of sexual exploitation and abuse requires the strengthening of the oversight role of the Organization, including proactive screening, as well as robust responses and investigations.

Financial resources

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Category	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	222 352.1	223 866.3	222 814.4	(1 051.9)	(0.5)
II. Non-post resources					
General temporary assistance	17 461.4	12 199.0	10 013.6	(2 185.4)	(17.9)
Consultants	4 738.1	3 240.4	2 878.1	(362.3)	(11.2)
Official travel	8 316.7	8 131.8	8 009.9	(121.9)	(1.5)
Facilities and infrastructure	24 896.2	21 738.3	22 099.5	361.2	1.7
Ground transportation	98.6	55.3	58.4	3.1	5.6
Air operations	0.2	–	–	–	–
Communications and information technology	16 538.1	15 335.5	16 184.4	848.9	5.5
Medical	91.5	135.4	85.2	(50.2)	(37.1)
Other supplies, services and equipment	14 933.9	14 369.7	14 598.3	228.6	1.6
Subtotal, II	**87 074.7**	**75 205.4**	**73 927.4**	**(1 278.0)**	**(1.7)**
Total, I and II	**309 426.8**	**299 071.7**	**296 741.8**	**(2 329.9)**	**(0.8)**
Enterprise resource planning	16 830.4	25 038.3	28 859.1	3 820.8	15.3
Information and systems security	798.7	821.5	821.5	–	–
Global service delivery model project	–	868.5	1 302.8	434.3	50.0
Global shared service centres	–	–	9 905.9	9 905.9	–
Peacekeeping capability readiness	–	–	3 881.6	3 881.6	–
Peacekeeping cross-cutting initiatives	–	–	13 088.2	13 088.2	–
Gross requirements	**327 055.9**	**325 800.0**	**354 600.9**	**28 800.9**	**8.8**
Staff assessment income	27 294.3	27 180.2	25 465.1	(1 715.1)	(6.3)
Net requirements	**299 761.6**	**298 619.8**	**329 135.8**	**30 516.0**	**10.2**

Human resources

	2017/18			2018/19 As of 1 July 2018			2018/19 As of 1 January 2019			Change From 2017/18		
Category	*Post*	*Position*	*Total*	*Post*	*Position*	*Total*	*Post*	*Position*	*Total*	*Post*	*Position*	*Total*
Professional and higher												
D-2	9	–	**9**	9	–	**9**	9	–	**9**	–	–	–
D-1	31	1	**32**	31	1	**32**	31	1	**32**	–	–	–
P-5	126	4	**130**	125	2	**127**	123	2	**125**	(3)	(2)	**(5)**
P-4	431	24	**455**	432	23	**455**	431	23	**454**	–	(1)	**(1)**
P-3	308	39	**347**	323	29	**352**	321	29	**350**	13	(10)	**3**
P-2	32	–	**32**	32	–	**32**	31	–	**31**	(1)	–	**(1)**
National Professional Officer	1	–	**1**	1	–	**1**	1	–	**1**	–	–	–
Subtotal	**938**	**68**	**1 006**	**953**	**55**	**1 008**	**947**	**55**	**1 002**	**9**	**(13)**	**(4)**
General Service and related												
Principal level	33	1	**34**	33	1	**34**	33	1	**34**	–	–	–
Other level	342	8	**350**	341	7	**348**	319	5	**324**	(23)	(3)	**(26)**
Field Service	22	–	**22**	22	–	**22**	22	–	**22**	–	–	–
Security Service	3	–	**3**	3	–	**3**	3	–	**3**	–	–	–
National General Service	22	3	**25**	24	–	**24**	24	–	**24**	2	(3)	**(1)**
Subtotal	**422**	**12**	**434**	**423**	**8**	**431**	**401**	**6**	**407**	**(21)**	**(6)**	**(27)**
Total	**1 360**	**80**	**1 440**	**1 376**	**63**	**1 439**	**1 348**	**61**	**1 409**	**(12)**	**(19)**	**(31)**

The action to be taken by the General Assembly is set out in section IV of the present report.

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Abbreviations

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AMISOM	African Union Mission in Somalia
COE	contingent-owned equipment
CPC	Committee for Programme and Coordination
DDR	disarmament, demobilization and reintegration
DFS	Department of Field Support
DM	Department of Management
DMSPC	Department of Management Strategy, Policy and Compliance
DOS	Department of Operational Support
DPI	Department of Public Information
DPO	Department of Peace Operations
DPPA	Department of Political and Peacebuilding Affairs
DPKO	Department of Peacekeeping Operations
DPA	Department of Political Affairs
DSS	Department of Safety and Security
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
eFMS	electronic fuel management system
EOSG	Executive Office of the Secretary-General
eRMS	electronic rations management system
FS	Field Service
GCMS	Government Claims Management System
GJO	generic job opening
GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
GTA	general temporary assistance
ICSC	International Civil Service Commission
ICT	information and communications technology
IT	information technology
IPSAS	International Public Sector Accounting Standards
ITECNET	Information and Telecommunication Technology Network
JIU	Joint Inspection Unit
MEU	Management Evaluation Unit
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURSO	United Nations Mission for the Referendum in Western Sahara

MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
MOU	memorandum of understanding
NGS	national General Service
NGO	non-governmental organization
NPO	National Professional Officer
OCSS	Office of Central Support Services
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OPPBA	Office of Programme Planning, Budget and Accounts
OSLA	Office of Staff Legal Assistance
OSH	Occupational Safety and Health
PBSO	Peacebuilding Support Office
POLNET	Political, Peace and Humanitarian Network
RAPS	Reimbursements and Payments System
RSCE	Regional Service Centre in Entebbe, Uganda
SCM	supply chain management
SRM	security risk management
UE1	Umoja extension 1
UE2	Umoja extension 2
UNAOU	United Nations Office to the African Union
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNMAS	United Nations Mine Action Service
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMIK	United Nations Interim Administration Mission in Kosovo

UNMIL	United Nations Mission in Liberia
UNMISET	United Nations Mission of Support in East Timor
UNMISS	United Nations Mission in South Sudan
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOMS	Office of the United Nations Ombudsman and Mediation Services
UNOAU	United Nations Office to the African Union
UNOCI	United Nations Operation in Côte d'Ivoire
UNOPS	United Nations Office for Project Services
UNSOM	United Nations Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNTSO	United Nations Truce Supervision Organization
VTC	video teleconference

I. Introduction

A. Presentation

1. The proposed budget for the support account for peacekeeping operations for the 2018/19 period incorporates 17 major sections for each department and office, compared to 13 major sections in the proposed budget for the 2017/18 period, in order to reflect the impact on the budgetary requirement of each department and office resulting from the proposals of the Secretary-General contained in his report on revised estimates relating to the programme budget for the biennium 2018–2019 under section 3, Political affairs, and section 5, Peacekeeping operations, and the proposed budget for the support account for peacekeeping operations for the period 1 July 2018 to 30 June 2019 related to the peace and security reform (A/72/772), his report on shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability (A/72/492/Add.2) and his report on the global service delivery model (A/72/801).

2. The report of the Secretary-General on the peace and security reform (A/72/772) proposes the creation of DPPA and DPO, together with a single political-operational structure under three Assistant Secretaries-General who will have regional responsibilities and report to the Under-Secretary-General for Political and Peacebuilding Affairs and the Under-Secretary-General for Peace Operations. Efficiencies resulting from the restructuring will be redeployed or reassigned to strengthen PBSO. If approved by Member States, the two new Departments will replace the existing DPA and DPKO as of 1 January 2019.

3. The report of the Secretary-General on shifting the management paradigm (A/72/492/Add.2) proposes the creation of two new Departments serving all Secretariat entities: DMSPC and DOS. Under the new paradigm, the proposed DMSPC will facilitate timelier, more effective, transparent and accountable delivery of mandates across the Secretariat. It will provide policy leadership in all management areas through a clear, integrated global management strategy and policy framework and through strengthened monitoring, evaluation and accountability mechanisms that will oversee the exercise of delegated authority in a decentralized management paradigm. It will contribute to a culture of continuous learning and accountability and promote innovation in business models throughout the Secretariat, with a strong focus on the field. The proposed DOS will be the operational arm of the Secretariat and the client-oriented interface for operational support matters. Its two main functions will be (a) to support decision-making by empowered senior managers through advisory capacities closely focused on the point of delivery; and (b) to support the implementation of decisions through operational support, including shared transactional services. In addition, it will support entities within the Secretariat that either lack a dedicated office or the capacity to meet the demands of surge requirements or unusual circumstances; in exceptional circumstances, it will also exercise delegated authority on behalf of entities or field operations. If approved by Member States, the two new Departments will replace the existing DM and DFS as of 1 January 2019. In addition, as of 1 January 2019, the Secretary-General proposes to establish OICT as a unified pillar led by the Assistant Secretary-General, Chief Information Technology Officer, and reporting to the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support. This unified approach will assure the successful implementation of the global ICT strategy and will ensure that technology enables the core work of the United Nations; the detailed proposal for the new structure, including post and

non-post requirements, is contained in the report of the Secretary-General on shifting the management paradigm (A/72/492/Add.2).

4. Accordingly, the resource requirements and results-based-budgeting frameworks of DM and DFS for the period 1 July 2018 to 31 December 2018, and of DMSPC, DOS and OICT as well as PBSO under DPPA for the period 1 January 2019 to 30 June 2019, are reflected separately for the corresponding periods. For DPKO/DPO, a single budget and results-based-budgeting framework is proposed for the entire 2018/19 period, reflecting the continuation of most existing activities under the support account during the transition period.

Section	*Entity*	*Period included*
A	Department of Peacekeeping Operations/ Department of Peace Operations	1 July 2018–30 June 2019
B	United Nations Office to the African Union	1 July 2018–30 June 2019
C	Department of Field Support	1 July–31 December 2018
D	Department of Management	1 July–31 December 2018
E	Department of Management Strategy, Policy and Compliance	1 January–30 June 2019
F	Department of Operational Support	1 January–30 June 2019
G	Office of Information and Communications Technology	1 January–30 June 2019
H	Office of Internal Oversight Services	1 July 2018–30 June 2019
I	Executive Office of the Secretary-General	1 July 2018–30 June 2019
J	Administration of justice	1 July 2018–30 June 2019
	Office of Staff Legal Assistance	1 July 2018–30 June 2019
	Office of the United Nations Ombudsman and Mediation Services	1 July 2018–30 June 2019
K	Ethics Office	1 July 2018–30 June 2019
L	Office of Legal Affairs	1 July 2018–30 June 2019
M	Department of Public Information	1 July 2018–30 June 2019
N	Department of Safety and Security	1 July 2018–30 June 2019
O	Advisory Committee on Administrative and Budgetary Questions	1 July 2018–30 June 2019
P	Office of the United Nations High Commissioner for Human Rights	1 July 2018–30 June 2019
Q	Peacebuilding Support Office	1 January–30 June 2019

5. In accordance with resolution 71/295, in which the General Assembly requested the Secretary-General to streamline his report on the support account to make it more strategic and analytical and encouraged the use of more tables and graphics, the presentation of the report has been improved by highlighting strategic and changing

elements relevant to the decision-making of Member States. The improved format of the results-based-budgeting framework, previously introduced under the programme budget for the 2018–2019 biennium, is expected to provide a clearer comparison of target and actual outputs and indicators of achievement over budgetary periods, further improving the accountability and transparency of the activity undertaken under the support account. Graphs and tables have also been incorporated, where applicable and practical, to provide more visual clues for quicker comprehension of the report. The sections containing an analysis of financial resource requirements under the major departments of the support account have been combined and summarized at the Department level instead of being shown at the lower Office/Division level. Summary tables for each budget class and Office/Division have been incorporated to ensure the transparency of variances for each Office/Division, including a narrative explaining the reason for them.

B. Level of peacekeeping resources and the support account

6. In the 2018/19 period, the number of authorized uniformed personnel supported, including African Union personnel, is expected to decrease from 135,561 to 121,739 and the number of civilian personnel in missions is expected to decrease from 18,259 to 15,375, owing mainly to the mandated withdrawal of UNMIL by 30 April 2018 (Security Council resolution 2333 (2016)), the closure of MINUSTAH by 15 October 2017, offset in part by the establishment of MINUJUSTH pursuant to Council resolution 2350 (2017), the strengthening of MINUSCA pursuant to Council resolution 2387 (2017) and the full deployment of MINUSMA (see tables 1 and 2; and A/72/772).

7. The level of authorized uniformed personnel reached record highs in the 2014/15 period, with approximately 150,000 authorized uniformed personnel in the field, supported by United Nations substantive and support personnel with total approved budget provisions of approximately $8.6 billion. Since then, the level of financial resources has decreased in the 2015/16, 2016/17 and 2017/18 periods, principally reflecting the closure of UNOCI, MINUSTAH and UNMIL and offset in part by the establishment of MINUJUSTH and the expected deployment of personnel authorized in MINUSMA, UNMISS AND MINUSCA, and is expected to decrease by 1.2 per cent in the 2018/19 period. In managing budgetary levels, the Secretariat continues to undertake a range of initiatives, including a review of aviation, civilian staffing reviews and strategic reviews.

8. Following the closure of UNMIL and replacement of the peacekeeping mission in Haiti, the Secretariat is proposing the abolishment/discontinuation of 1 post/position under the core support account requirement. As a result, the financial resources required for core activities of the support account for the 2018/19 period are estimated at $296.7 million, a $2.4 million reduction from the 2017/18 period, and the proportion of support account requirements proposed is 4.37 per cent of the projected aggregate resources for the 12 active peacekeeping operations and UNSOS for the 2018/19 period, compared with 4.35 per cent in the 2017/18 period.

Table 1

Financial resources of the support account, UNLB and RSCE, compared with missions under peacekeeping budgets, 2013/14 to 2018/19

(Millions of United States dollars)

Peacekeeping component	*2013/14 (actual)*	*2014/15 (actual)*	*2015/16 (actual)*	*2016/17 (actual)*	*2017/18 (approved)*	*2018/19 (projected)*
Peacekeeping missions, UNSOS	7 111.2	7 861.7	7 584.7	7 354.6	6 876.0	6 791.6
RSCE	25.6	38.6	29.7	36.3	33.0	35.2
UNLB	68.5	66.5	67.1	82.2	81.0	87.3
Support account[a]	296.3	303.3	303.8	309.4	299.1	296.7
Support account ratio	**4.17**	**3.86**	**4.01**	**4.21**	**4.35**	**4.37**
Backstopping ratio: support account and UNLB compared with peacekeeping missions (percentage)	**5.13**	**4.70**	**4.89**	**5.32**	**5.53**	**5.65**
Support ratio: support account, RSCE and UNLB compared with peacekeeping missions (percentage)	**5.49**	**5.19**	**5.28**	**5.82**	**6.01**	**6.17**

[a] Excluding provisions for ERP, information and systems security, the global service delivery model project, global shared service centres, peacekeeping capability readiness and peacekeeping cross-cutting initiatives.

Table 2

Overview of human resources for peacekeeping operations, 2013/14 to 2018/19

	2013/14 (approved)	*2014/15 (approved)*	*2015/16 (approved)*	*2016/17 (approved)*	*2017/18 (approved)*	*2018/19 (projected)*
Number of missions						
Peacekeeping missions and UNSOS[a]	14	15	15	15	14	13
Number of approved personnel						
Military and police personnel authorized by the Security Council	135 452	149 264	143 083	143 157	136 080	121 739
Civilian staff in missions and UNSOS	22 808	22 542	21 134	19 730	18 259	15 375
RSCE	–	–	–	421	427	408
UNLB	420	424	452	444	445	445
Support account	1 435	1 458	1 461	1 469	1 440	1 439
Total approved personnel	**160 115**	**173 688**	**166 130**	**165 221**	**156 651**	**139 406**

[a] Excluding UNMOGIP and UNTSO, which are funded from the biennial programme budget.

9. While the number of peacekeeping operations is decreasing in the 2018/19 period, the underlying complexity of the work undertaken by peacekeeping operations will persist. As the enabling pillar of peacekeeping operations, backstopping functions at Headquarters are undertaking analytical and strategic activities in support of the field. The proposals of the Secretary-General on the peace and security reform and on shifting the management paradigm are expected to bolster the effectiveness of the backstopping support provided to peacekeeping operations, further enabling mandate delivery in the field.

10. The proposed budget for the 2018/19 period reflects efficiency gains attained through reorganization as well as the realignment of activities under the reform intiatives as of 1 January 2019. Proposals outside the reform initiatives that will take effect on 1 July 2018 include the abolishment of 13 posts and positions, offset by the

establishment of 12 new posts and positions, resulting in a net reduction of 1 post/position from the level of resources approved for the 2017/18 period.

11. The focus of the 2018/19 period will be to provide seamless backstopping support to peacekeeping operations under the restructuring of the Secretariat and the realization of effectiveness envisaged in the reform initiatives. In addition, under the core activities of the support account, the Secretariat is proposing efficiencies in its support through scalability for closure of UNMIL and the transition in Haiti. Within those efficiency gains, strengthening is proposed in the specific areas of human rights, ICT security and the prevention of sexual exploitation and abuse.

C. Comprehensive review of the support account

12. In accordance with the request by the General Assembly, the Secretariat has undertaken an internal comprehensive review of the support account and the results are presented separately to the General Assembly (see A/72/814).

D. Impact of the reforms

13. The proposed budget for the support account for peacekeeping for the 2018/19 period reflects, inter alia, the movement of support account posts and non-post resources related to the Secretary-General's reform initiatives on the peace and security architecture, the management architecture and global service delivery.

Peace and security pillar

14. The report of the Secretary-General on the peace and security reform (A/72/772) proposes the creation of DPPA and DPO, together with the creation of a single political-operational structure under three Assistant Secretaries-General with regional responsibilities reporting to the Under-Secretary-General for Political and Peacebuilding Affairs and the Under-Secretary-General for Peace Operations. DPPA will combine the strategic, political and operational responsibilities of the current DPA and the peacebuilding responsibilities of PBSO. Efficiencies resulting from the restructuring will be redeployed or reassigned to strengthen PBSO. DPPA and DPO will replace the existing DPA and DPKO as of 1 January 2019.

15. The proposal is resource-neutral and does not propose any change in funding streams or mandates. It does include, however:

(a) The creation of DPPA and DPO by restructuring the existing DPA and DPKO;

(b) The strengthening of PBSO through the redeployment of seven posts from DPA and DPKO;

(c) The restructuring of the regional divisions under DPA and DPKO as a single political-operational structure under three Assistant Secretaries-General, who will have regional responsibilities and report to the Under-Secretary-General for Political and Peacebuilding Affairs and the Under-Secretary-General for Peace Operations;

(d) The creation of a Division for Coordination and Shared Services reporting to the Under-Secretary-General for Political and Peacebuilding Affairs and the Under-Secretary-General for Peace Operations, including by merging the executive offices of DPPA and DPO. The new structure would come into effect in January 2019.

Management reform: reorganization of management and support structures

16. The report of the Secretary-General on shifting the management paradigm (A/72/492/Add.2) proposes the creation of two new Departments serving all Secretariat entities: DMSPC and DOS, which will replace the existing DM and DFS as of 1 January 2019.

17. While posts and positions in the old structure will be redistributed to the new department structures, the implementation of the reform will include the downward reclassification of 2 posts in DOS (from P-5 to P-4) and the reassignment of 30 posts and positions in DMSPC and 6 posts in DOS, for which financial implications are provided in table 3. In addition, as indicated in the report, DFS has identified six peacekeeping missions that would benefit from receiving additional capacity to support new delegations of authority. It is proposed that six Professional posts (3 P-4, 2 P-3 and 1 P2) be abolished in the Field Budget and Finance Division as of 1 January 2019 and the released capacity be established in the identified field missions as of 1 January 2019, as provided under the Secretary-General's proposed management reform. This approach would allow the Organization to address in a post-neutral manner the potential capacity gaps resulting from increased responsibility in some of its largest and most complex mission environments.

Global service delivery model project and global shared service centres

18. In addition, the proposed budget for the support of peacekeeping operations includes resources related to the proposal for global shared service centres. $9,905,900 represents peacekeeping share for resource requirements for the period 1 July 2018 through 30 June 2019 to support the start-up and operationalization of the service centres. The amount represents annualized requirement based on 51 per cent share attributed to peacekeeping operations. Global shared service centres are proposed to be jointly financed from the programme budget, the peacekeeping budgets and extrabudgetary resources, based on workload indicators by funding source, which may be updated every year. As peacekeeping missions are anticipated to be integrated into the global shared service centres as of July 2019, the requisite funding for the start-up and operationalization of service centres is proposed in the context of the support account (for the peacekeeping share related to the global service delivery model project, see para. 22 below).

E. Contribution of peacekeeping resources in corporate initiatives and resources presented to the General Assembly in separate reports of the Secretary-General

19. As proposed by the Secretary-General in his ninth progress report on the Umoja Enterprise Resource Planning Project and noted by the General Assembly in its resolution 72/262, section XXI, paragraph 25, a total amount of $28,859,100 is proposed to be funded from the support account for the 2018/19 period.

20. Pursuant to General Assembly resolution 68/247 and on the basis of the estimates presented in the report of the Secretary-General on strengthening information and systems security (A/68/552), it is proposed that resource requirements related to strengthening information and systems security in the amount of $821,500 continue to be funded from the support account for the 2018/19 period.

21. Pursuant to General Assembly resolution 72/263, resource requirements related to the support account share of post and non-post costs for the administration of justice, in the amount of $2,023,900, have been included in the support account proposal for the 2018/19 period.

22. On the basis of the estimates presented in the report of the Secretary-General on the global service delivery model for the United Nations Secretariat (A/71/417) and A/72/6 Sect. 29A, the support account share of post and non-post costs for the dedicated global service delivery model project team, in the amount of $1,302,800, is proposed to be funded from the support account for the 2018/19 period (for the peacekeeping share related to the global shared service centres, see para. 18 above).

23. The 2017 Working Group on Contingent-Owned Equipment recommended that, at the end of every 12-month period, troop-and-police-contributing countries which have held contingents at the rapid deployment level should be paid a reimbursement equivalent to 25 per cent of the usual maintenance component of the reimbursement rates normally applied to major equipment deployed to peacekeeping operations. In its resolution 71/296, the General Assembly endorsed the related recommendation of the Working Group contained in the report of the Secretary-General on the triennial review of the rates and standards for reimbursement to Member States for COE (A/71/802). A provision of $3,881,600 is made under the support account based on the projected requirement for reimbursement for the 2018/19 period.

24. It is also proposed to include provisions in a total amount of $13.1 million for cross-cutting Organizational initiatives in the support account for the 2018/19 period in order to enhance resource planning and predictability. The requirements primarily relate to support for the deployment and post-deployment support of Umoja in the field, including master data management, and include 49 GTA positions as well as contractual services and travel. Given their temporary nature and the fact that they have historically been absorbed by peacekeeping missions as reported in the overview of the financing of peacekeeping operations (see A/70/749 and A/71/809), these cross-cutting resource requirements are shown separately from the other activities of the departments under the support account.

F. Analysis of resource requirements

25. The main elements contributing to the increase in requirements for the 2018/19 period are presented in table 3.

Table 3
Summary of resource changes between the 2017/18 and 2018/19 periods
(Thousands of United States dollars)

Approved gross requirements for 2017/18		**325 800.0**
Less: enterprise resource planning and information system security		
Less: contributions to enterprise resource planning, information and system security, and global service delivery model project		(26 728.3)
Support account base requirements in 2017/18		**299 071.7**
	Related paragraphs of the present report	
Periodical special requirements		
Less: 2017/18 quadrennial survey of troop-and-police-contributing countries personnel cost	28	(596.4)
Computation of salary		**(1 061.8)**
Updated standard salary costs	29, 40	(4 738.2)
Higher average vacancy factors	29, 42	(2 740.8)
Higher common staff costs	29, 41	5 849.1

Delayed effect of posts approved in 2017/18	29	568.1
Major new and expanded regular activities		3 341.9
New posts and general temporary positions	30	1 870.0
OIOS conversion of 18 GTAs	549	393.1
Communications and information technology: acquisition of equipment (replacement and non-standard) in DPKO, DFS, DM and OHCHR	131, 210, 316, 733	497.7
Facilities and infrastructure: increased costs of use of premises for UNOAU, and other supplies and standard office supplies for DPKO and DFS	148, 128	318.9
Other supplies, services and equipment: net effect of higher costs of after-service health insurance costs in DM ($652,800), higher training costs for DPKO/DFS ($60,800), partly offset by reduction for contribution to the administration of justice ($646,100)	323, 134, 599	67.5
Miscellaneous other changes		194.7
Management reform and scalability		(4 013.6)
Scalability: reduction of posts and general temporary positions	36, 82, 83, 89, 90, 91, 92, 99, 100, 171, 541, 563	(2 215.8)
Management reform: reclassification of posts ($86,300); reassignment of posts (higher vacancy rate for reassigned posts) ($1,121,300); and posts transferred to peacekeeping missions on 1 January 2019 ($590,200)	35	(1 797.8)
Proposed base requirements in 2018/19		**296 741.8**
Enterprise resource planning, information system and security, global service delivery model project, global shared service centres, peacekeeping capability readiness, peacekeeping cross-cutting initiatives for 2018/19	18, 19, 22, 23, 24	57 859.1
Proposed gross requirements for 2018/19		**354 600.9**

26. As indicated in table 3, gross requirements increased by $28.8 million, from $325.8 million approved in the 2017/18 period to the proposed $354.6 million in the 2018/19 period. This is attributable mainly to additional new special requirements in the amount of 26.9 million, consisting of the peacekeeping portfolio's share of the cost of the global shared service centres ($9.9 million), peacekeeping readiness capability ($3.9 million) and peacekeeping cross-cutting initiatives for the 2018/19 period ($13.1 million). Furthermore, the provision of the share of peacekeeping missions in the Umoja Enterprise Resource Planning Project increased by $3.8 million and the provision of their share in the global service delivery model increased by $0.4 million.

27. The provision for support account base requirements in the 2018/19 period has been reduced by $2.4 million (from $299.1 million approved in the 2017/18 period to the proposed $296.7 million in the 2018/19 period). This reduction is attributable to efficiency gains and scalability proposals contained in the budget proposal ($4.0 million) and changes in the computation of salary parameters ($1.1 million), which is partly offset by major new and expanded regular activities ($3.3 million) for the 2018/19 period, as detailed in table 3 and in paragraphs 28 to 37 below.

Periodical special requirements

28. There is no significant periodical special requirement included in the 2018/19 period. During the 2017/18 period, the Field Budget and Finance Division of DFS undertook a quadrennial survey of troop-and-police-contributing countries personnel costs, including the costs of consultants and official travel. This requirement is no longer required for the 2018/19 period and the provisions are reduced accordingly.

Computation of salary

29. The reduction of $1.1 million for salary is driven mainly by the updating of the standard salary costs, vacancy factors and common staff costs used to estimate the costs of posts and GTA positions, as follows:

(a) Implementation of the unified salary scale in January 2017 resulted in an estimated reduction of $4.7 million under standard salary costs, owing mainly to the moving of the dependency spouse allowance from net salary to common staff costs;

(b) A reduction of $2.7 million related to the vacancy factor is based on the latest 6 months average vacancy rates as of 31 December 2017;

(c) An increase of $5.7 million in common staff costs relates to an estimated $4.7 million increase in dependency allowance costs (see para. 29 (a) above) and other increases based on average common staff costs disbursed in the period 1 January to 31 December 2017;

(d) Owing to the 50 per cent vacancy factor applied to new and reassigned posts and positions for the first year of approval, which are changed to a regular vacancy rate in the second year, the posts and positions approved in the 2017/18 period will result in a lower vacancy rate in the budget for the 2018/19 period, offset in part by the reduction of one-off facilities and infrastructure and ICT equipment costs related to the posts and positions approved in the same period ($0.6 million) (see also paras. 62-65 below).

Major new and expanded regular activities

30. It is proposed that 12 new posts and positions be established in OIOS, DPKO, OHCHR and DM. These requirements are considered priorities for the departments and offices in the 2018/19 period and relate to investigations and prevention of sexual exploitation and abuse, an increased focus on the OSH programme, a partnership compliance framework on human rights and training and advice for civilian peacekeeping personnel on human rights, gender parity and enhanced assistance in ensuring managerial accountability under MEU. The amount of $1,870,000 includes salary and non-post resources related to the establishment of these posts and positions. The financial implications corresponding to each of the proposals for posts and GTA are summarized in table 4, including a reference to the paragraph(s) of the present report where additional details will be found.

Table 4
Summary of additional resources for new posts and positions
(Thousands of United States dollars)

Department		*Related paragraph(s) of the present report*	*Amount*
OIOS	(establish 6 GTA positions (2 P-4 and 4 P-3) and 1 GS (OL) post)	555, 564	936.4
DM	(establish 1 P-4 and 1 P-3 post and 1 GTA position (P-4) for 10 months)	227, 260, 305	520.6
DPKO	(establish 1 GS (OL) post)	55	115.4
OHCHR	(establish 2 P-4 posts)	713, 715	297.6
Total			**1 870.0**

31. In OIOS, it is proposed to convert 18 GTA positions to posts, with a net impact on financial requirements estimated at $393,100. The posts will carry out continuing

functions and the conversion will address an issue of high vacancy rates related to temporary positions.

32. The requirement includes an amount of $497,500 proposed for the replacement of outdated ICT equipment and other non-standard IT requirements, including maintenance and license fees.

33. Under facilities and infrastructure, additional resources of $174,300 are required by UNOAU for the increased costs of maintenance charges at the premises managed by ECA in Addis Ababa, as well as office supplies for DFS and DPKO.

34. As in previous financial periods, the proposal includes requirements related to the projected after-service health insurance costs of current peacekeeping retirees for the 2017/18 period in the amount of $11,346,000, an increase of $509,000 compared with the 2016/17 period.

Management reform and scalability

35. With the implementation on 1 January 2019 of the Secretary-General's report on shifting the management paradigm (A/72/492/Add.2), a number of post actions will be implemented which will result in reduced costs under the support account budget for the 2018/19 period, including (a) reassignment of posts ($1,207,600) leading to higher budgeted vacancy rates and (b) the reduction of 6 posts to be abolished in the Field Budget and Finance Division of DFS ($590,200).

36. The support account includes the proposed abolishment of 11 posts and 2 GTA positions owing to the closure of UNMIL and the transition of the Mission in Haiti ($2,215,800).

37. The proposed budget by departments and offices, which is detailed in section III below, is summarized in table 5.

Table 5
Summary of resources by department/office
(Thousands of United States dollars)

				Variance	
Department/office	*Expenditure (2016/17)*	*Appropriation (2017/18)*	*Cost estimates (2018/19)*	*Amount*	*Percentage*
DPKO	97 243.9	88 789.9	85 493.9	(3 296.0)	(3.7)
UNOAU	6 785.7	7 641.0	7 451.1	(189.9)	(2.5)
DFS	69 767.1	73 842.1	36 438.0	(37 404.1)	(50.7)
DM	54 748.4	51 518.7	25 809.2	(25 709.5)	(49.9)
DMSPC	–	–	16 456.6	16 456.6	–
DOS	–	–	36 535.6	36 535.6	–
OICT	–	–	8 950.7	8 950.7	–
OIOS	29 390.4	28 010.7	29 731.4	1 720.7	6.1
EOSG	1 117.6	1 028.8	1 008.9	(19.9)	(1.9)
Administration of justice	2 687.7	2 670.0	2 023.9	(646.1)	(24.2)
OSLA	98.2	136.7	181.6	44.9	32.8
UNOMS	1 727.3	2 200.4	2 209.4	9.0	0.4
Ethics Office	1 094.9	1 059.6	1 151.7	92.1	8.7
OLA	3 804.2	3 896.3	3 876.3	(20.0)	(0.5)
DPI	689.8	758.7	748.4	(10.3)	(1.4)
DSS	3 850.1	3 837.5	3 589.6	(247.9)	(6.5)

Department/office	Expenditure (2016/17)	Appropriation (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
ACABQ	392.4	411.2	409.9	(1.3)	(0.3)
OHCHR	1 947.5	1 991.9	2 329.3	337.4	16.9
PBSO	–	–	270.0	270.0	–
Rent and facility costs for the Secretariat[a]	24 107.3	20 932.2	21 077.5	145.3	0.7
After-service health insurance[b]	9 974.3	10 346.0	10 998.8	652.8	6.3
Subtotal	**309 426.8**	**299 071.7**	**296 741.8**	**(2 329.9)**	**(0.8)**
Enterprise resource planning[c]	16 830.4	25 038.3	28 859.1	3 820.8	15.3
Information and systems security[d]	798.7	821.5	821.5	–	–
Global service delivery model project[e]	–	868.5	1 302.8	434.3	50.0
Global shared service centres[f]	–	–	9 905.9	9 905.9	–
Peacekeeping capability readiness[g]	–	–	3 881.6	3 881.6	–
Peacekeeping cross-cutting initiatives[h]	–	–	13 088.2	13 088.2	–
Gross requirements	**327 055.9**	**325 800.0**	**354 600.9**	**28 800.9**	**8.8**

[a] Details provided in paras. 314 and 392.
[b] Details provided in paras. 34, 323 and 394.
[c] Details provided in para. 19.
[d] Details provided in para. 20.
[e] Details provided in para. 22.
[f] Details provided in para.18.
[g] Details provided in para. 23.
[h] Details provided in para 24 and annex XIX.

G. Analysis of consultancy requirements

38. Pursuant to the request made by the General Assembly in paragraph 16 of its resolution 60/268, table 6 reflects the approved resources for consultants from the periods 2013/14 to 2017/18 and the proposed resources for the 2018/19 period. All requirements for consultants have been carefully analysed and reviewed on a case-by-case basis, primarily on the basis of: (a) whether the study/review/report has been mandated by a legislative body; (b) whether the study/review/report has been recommended by OIOS and/or the Board of Auditors; (c) whether the requirement and the related output are associated with the objectives referred in the results-based-budgeting framework; and (d) whether the cases require technical expertise not available within the United Nations system.

Table 6
Budgetary provision under consultants
(Millions of United States dollars)

	2013/14 approved	2014/15 approved	2015/16 approved	2016/17 approved	2017/18 approved	2018/19 proposed	Six-year average
Consultancies	6.3	4.6	6.0	5.1	3.2	2.9	4.7
Variance (percentage)	8.6	(27.0)	30.4	(15.0)	(37.3)	(9.4)	61.5

	2013/14 approved	*2014/15 approved*	*2015/16 approved*	*2016/17 approved*	*2017/18 approved*	*2018/19 proposed*	*Six-year average*
Support account total[a]	308.8	305.2	304.4	309.7	299.1	296.7	304.0
Variance (percentage)	5.1	(1.2)	(0.3)	1.7	(3.4)	(0.8)	2.5
Consultancies as a percentage of the support account	2.0	1.5	2.0	1.6	1.1	1.0	1.5

[a] Excluding provisions for ERP and information and systems security

39. The proposed consultancy provisions in the support account for the 2018/19 period reflect requirements for specialized expertise based on the criteria cited above. Details are provided in the resource proposal of the respective departments and offices and are summarized in table 7.

Table 7

Detailed consultancy requirements

(Thousands of United States dollars)

Department/office	*Initiative*	*Financial resources*	*Status*
DPKO/Policy, Evaluation and Training Division	Specialized training programme and conferences	235.6	Continuing
DFS/Field Personnel Division	Translation services of outreach materials	5.0	Continuing
	Human resource expert	68.0	New
DFS/Logistics Support Division	Development of an implementation framework for SCM and related training programme for field mission staff	837.0	Continuing
DM/Office of the Under-Secretary-General	Award Review Board	32.6	Continuing
DM/OPPBA	IPSAS	133.8	Continuing
	Actuarial services	10.0	Continuing
DM/OHRM	Inspira enhancement	147.4	Continuing
	Human resources data analysis	150.0	Continuing
	Psychometric expertise for developing and administrating Internet-based selection tests	24.0	Continuing
DM/OCSS	Peacekeeping archives security screening	14.4	Continuing
	Training on financial evaluation	7.0	Continuing
	Global presenter	5.0	Continuing
DM/Strategy, Policy and Compliance/ Business Transformation and Accountability Division	Business transformation	50.0	New
	Project/change management	50.0	New
	Conducting self-evaluations	35.0	New
	Enterprise risk management	10.0	New
	Oversight body	5.0	New
OIOS	Multidimensional mission and thematic evaluations and inspections	219.9	Continuing
	Specialized investigative skills	5.0	Continuing

Department/office	Initiative	Financial resources	Status
	Sexual exploitation and abuse/fraud risk training	45.5	Continuing
	ICT audit security expert	90.0	New
UNOMS	Specialized on-call ombudsperson and mediation services	60.5	Continuing
Ethics Office	Financial disclosure programme	569.3	Continuing
	Design of special ethics education	15.0	Continuing
OLA	Specialized legal counsel	53.1	Continuing
Total		**2 878.1**	

H. Budget parameters

Post and GTA requirements

40. Standard salary costs, based on the salary scale and post adjustments multiplier published by ICSC effective as of 1 January 2018, have been applied to all positions at Headquarters, Addis Ababa and Vienna. To take into account the actual steps of the staff at each grade level, the weighted average of salary based on the actual position occupancy as of 31 December 2017 is being used. With regard to positions located in peacekeeping missions and RSCE, relevant mission-specific salary costs determined by the Peacekeeping Financing Division have been applied. This approach is in line with the call by the General Assembly (see resolution 70/286) and ACABQ (see A/70/742) to enhance the accuracy of budgeting forecasts (see also para. 30 above).

41. The updated common staff costs for staff funded from the support account for the 2018/19 period have been estimated at 54.1 per cent of net salaries, compared with 49.2 per cent of net salaries for the 2017/18 period. The level is based on the actual expenditures incurred from 1 January to 31 December 2017 (see also para. 30 above).

42. On the basis of the recommendation of ACABQ that budgeted vacancy rates should be based, as much as possible, on actual vacancy rates (see A/69/860, para. 22), and continuing the methodology used for the approved budget for the 2017/18 period, the vacancy factors reflect the application of the average actual vacancy factors of the first six months of the 2017/18 period. Based on a separate recommendation by ACABQ (see A/71/883, para. 98), 50 per cent vacancy factors are applied for new and reassigned positions. As recommended by ACABQ, the most up-to-date vacancy rates will be provided to the General Assembly at the time of its consideration of the support account budget to enable the Assembly to make an informed decision.

Table 8

Proposed vacancy factors applied to posts and GTA positions

(Percentage)

Category	Approved 2017/18 vacancy factors	Proposed 2018/19 vacancy factors
Continuing posts		
Professional and higher	10.6	11.9
General Service and related	6.9	9.7

Category	*Approved 2017/18 vacancy factors*	*Proposed 2018/19 vacancy factors*
New and reassigned posts		
Professional and higher	50.0	50.0
General Service and related	35.0	35.0
Continuing GTA positions		
Professional and higher	21.8	23.5
General Service and related	17.6	25.0
New GTA positions		
Professional and higher	50.0	50.0
General Service and related	35.0	35.0

43. Pursuant to the report of OIOS on the audit of the standard costs applied to Headquarters overhead (A/60/682) and the recommendation of ACABQ (A/66/779), the Secretariat has reviewed the standard costs and has applied estimated rates to the formulation of such requirements as the rental of premises, alterations and improvements, furniture, office supplies, communications equipment and services and IT equipment and services. Standard rates are derived from past expenditure patterns and current market rates.

44. Requirements for office supplies, the rental of office equipment, communications and other supplies, services and equipment computed at standard rates are centrally administered by the respective executive offices and are presented accordingly. Requirements under facilities and infrastructure for the rental of premises, alterations and improvements and furniture computed at standard rates, which are centrally administered by the Facilities Management Service, will be under OCSS/DM for the period 1 July to 31 December 2018 and under the Division of Administration, New York, for the period 1 January to 30 June 2019, in accordance with the Secretary-General's management reform proposals.

II. Proposed staffing

		Proposed changes 2018/19					
Department/office	*Approved 2017/18*	*Abolishment*	*Conversion from GTA positions*	*New posts*	*Total proposed for 1 July 2018*	*Reform and second 6 months*	*Total proposed for 1 January 2019*
Posts							
DPKO/DPO	454	(9)	–	1	446	(17)	429
UNOAU	50	–	–	–	50	–	50
DFS	404	–	–	–	404	(404)	–
DM	271	–	2	2	275	(275)	–
DMSPC	–	–	–	–	–	185	185
DOS	–	–	–	–	–	429	429
OICT	–	–	–	–	–	51	51
OIOS	113	(1)	18	1	131	–	131
EOSG	5	–	–	–	5	–	5
OSLA	1	–	–	–	1	–	1
UNOMS	9	–	–	–	9	–	9
Ethics Office	3	–	–	–	3	–	3

		Proposed changes 2018/19					
Department/office	*Approved 2017/18*	*Abolishment*	*Conversion from GTA positions*	*New posts*	***Total proposed for 1 July 2018***	*Reform and second 6 months*	*Total proposed for 1 January 2019*
OLA	19	–	–	–	**19**	–	19
DPI	4	–	–	–	**4**	–	4
DSS	18	–	–	–	**18**	–	18
Secretariat of ACABQ	1	–	–	–	**1**	–	1
OHCHR	8	–	–	2	**10**	–	10
PBSO	–	–	–	–	–	3	3
Subtotal	**1 360**	**(10)**	**20**	**6**	**1 376**	**(28)**	**1 348**

Department/office	*Approved 2017/18*	*Discontinuation*	*Conversion to posts*	*New positions*	***Total proposed for 1 July 2018***	*Reform and second 6 months*	*Total proposed for 1 January 2019*
GTA positions							
DPKO/DPO	6	–	–	–	**6**	–	6
DFS	16	(2)	–	–	**14**	(14)	–
DM	12	–	(2)	–	**10**	(10)	–
DMSPC	–	–	–	–	–	4	4
DOS	–	–	–	–	–	14	14
OICT	–	–	–	–	–	4	4
OIOS	41	(1)	(18)	6	**28**	–	28
UNOMS	2	–	–	–	**2**	–	2
Secretariat of ACABQ	1	–	–	–	**1**	–	1
OHCHR	2	–	–	–	**2**	–	2
Subtotal	**80**	**(3)**	**(20)**	**6**	**63**	**(2)**	**61**
Total	**1 440**	**(13)**	–	**12**	**1 439**	**(30)**	**1 409**

III. Results-based-budgeting frameworks and analysis of resource requirements

A. Department of Peacekeeping Operations (replaced by Department of Peace Operations as of 1 January 2019)

45. In the 2018/19 period, DPKO will be replaced by DPO as of 1 January 2019 in accordance with the report of the Secretary-General on the peace and security reform (A/72/772, para. 12 (e)), if approved by Member States.

46. The results-based-budgeted framework is presented with annual indicators of achievement and outputs since the framework will largely remain the same, with the exception of the transfer of four organizational units between offices and departments as of 1 January 2019. The outputs related to those units are marked with a footnote in the results-based-budgeting framework and are described in more detail in the narrative under the subheading "Changes to take effect as of 1 January 2019".

47. In the 2018/19 period, DPKO/DPO will provide substantive backstopping support and guidance to 15 peacekeeping operations (including the United Nations Military Observer Group in India and Pakistan and the United Nations Truce Supervision Organization) deployed in volatile environments. DPKO/DPO will enable missions to adapt their strategies, develop new approaches and strengthen performance in the execution of mandates. Most operations will continue to be tasked with complex, multidimensional mandates, ranging from the protection of civilians to elections support and from peacebuilding to the promotion of human rights.

48. Key priorities for the budget period will be (a) bolstering capacities and implementing plans to support effective political engagement, promote integrated solutions and strengthen conflict analysis; (b) ensuring critical capabilities for mandate delivery, especially in complex and dangerous environments; (c) protecting civilians and implementing human rights and rule-of-law-related mandates; (d) ensuring responsible engagement with host countries and communities; and (e) forging and strengthening political and operational partnerships with regional organizations and international financial institutions.

49. To meet these objectives, the Department will (a) strengthen integrated analysis and strategic and operational planning, as well as guidance on mission-specific issues; improve reporting to and consultations with the Security Council, troop-and-police-contributing countries and the General Assembly; (b) advance strategic force and police generation, in particular of enabling capacities; (c) strengthen the capacity and modalities for rapid deployment; (d) improve the ability of missions to effectively implement core mandates, including through policy, guidance and training initiatives; (e) conduct periodic assessments to ensure the alignment of mandates with required capacities, capabilities and resources; (f) improve the monitoring and measuring of progress towards mandate implementation; (g) implement mandated priorities on gender and women, peace and security across peacekeeping operations; (h) strengthen performance through specific evaluations and reviews and the incorporation of lessons learned and best practices; (i) ensure the implementation of military standards and the operational readiness assurance framework; (j) systematically leverage the power of modern technology as a strategic and operational enabler; (k) strengthen the organizational resilience and preparedness of missions; (l) support the prevention and management of crises through the provision of conflict analysis, contingency planning, situational awareness, effective strategic communications and crisis facilities; (m) develop and implement integrated strategies to support peacebuilding and strengthening the rule of law, including through joint initiatives under the global focal point for the police, justice and corrections areas; and (n) promote effective transition strategies, in close collaboration with host Governments, international partners and development actors. The restructuring of the peace and security pillar proposed by the Secretary-General (see A/72/525 and A/72/772), if approved by Member States, would enhance the effectiveness of all these actions, especially actions (a), (d), (m) and (n).

(a) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Office of the Under-Secretary-General	Approved 2017/18	2	2	7	15	21	4	**51**	2	24	–	–	**26**	**77**
	Proposed 2018/19 as of 1 July 2018	2	2	7	16	21	4	**52**	2	25	–	–	**27**	**79**
	Proposed 2018/19 as of 1 January 2019	2	2	9	16	22	4	**55**	2	22	–	–	**24**	**79**
	Final net change	–	–	**2**	**1**	**1**	–	**4**	–	**(2)**	–	–	**(2)**	**2**
Office of Operations	Approved 2017/18	–	5	12	21	12	5	**55**	–	19	–	–	**19**	**74**
	Proposed 2018/19 as of 1 July 2018	–	5	11	20	12	5	**53**	–	18	–	–	**18**	**71**
	Proposed 2018/19 as of 1 January 2019	–	5	10	18	12	4	**49**	–	17	–	–	**17**	**66**
	Final net change	–	–	**(2)**	**(3)**	–	**(1)**	**(6)**	–	**(2)**	–	–	**(2)**	**(8)**
Office of Military Affairs	Approved 2017/18	1	1	10	86	14	–	**112**	–	19	–	–	**19**	**131**
	Proposed 2018/19	1	1	9	84	14	–	**109**	–	18	–	–	**18**	**127**
	Net change	–	–	**(1)**	**(2)**	–	–	**(3)**	–	**(1)**	–	–	**(1)**	**(4)**
Office of Rule of Law and Security Institutions	Approved 2017/18	1	3	9	49	30	–	**92**	–	17	–	–	**17**	**109**
	Proposed 2018/19	1	3	9	48	30	–	**91**	–	16	–	–	**16**	**107**
	Net change	–	–	–	**(1)**	–	–	**(1)**	–	**(1)**	–	–	**(1)**	**(2)**
Policy, Evaluation and Training Division	Approved 2017/18	1	2	7	25	17	1	**53**	–	14	–	2	**16**	**69**
	Proposed 2018/19 as of 1 July 2018	1	2	7	24	17	1	**52**	–	14	–	2	**16**	**68**
	Proposed 2018/19 as of 1 January 2019	1	2	6	20	13	–	**42**	–	12	–	2	**14**	**56**
	Final net change	–	–	**(1)**	**(5)**	**(4)**	**(1)**	**(11)**	–	**(2)**	–	–	**(2)**	**(13)**
Total DPKO	Approved 2017/18	5	13	45	196	94	10	**363**	2	93	–	2	**97**	**460**
	Proposed 2018/19 as of 1 July 2018	5	13	43	192	94	10	**357**	2	91	–	2	**95**	**452**
	Proposed 2018/19 as of 1 January 2019	5	13	43	186	91	8	**346**	2	85	–	2	**89**	**435**
	Final net change	–	–	**(2)**	**(10)**	**(3)**	**(2)**	**(47)**	–	**(8)**	–	–	**(8)**	**(25)**

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)[a]	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General[b]	22 917.4	15 977.7	16 192.6	214.9	1.3
Office of Operations	13 100.0	13 545.8	12 440.2	(1 105.6)	(8.2)

	Expenditure (2016/17)[a]	Apportionment (2017/18)	Cost estimates (2018/19)[b]	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of Military Affairs	27 346.8	24 839.9	23 972.0	(867.9)	(3.5)
Office of Rule of Law and Security Institutions	20 144.6	20 137.0	19 818.0	(319.0)	(1.6)
Policy, Evaluation and Training Division	13 735.1	14 289.5	13 071.1	(1 218.4)	(8.5)
Subtotal	**97 243.9**	**88 789.9**	**85 493.9**	**(3 296.0)**	**(3.7)**
Peacekeeping capability readiness	–	–	3 881.6	3 881.6	–
Total	**97 243.9**	**88 789.9**	**89 375.5**	**585.6**	**0.7**

[a] Expenditures for DPKO and DFS are centrally administered by Executive Office.

[b] Including costs centrally administered by Executive Office of DPKO and DFS.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

50. The Office of the Under-Secretary-General comprises the front office, the Office of the Director for Peacekeeping Strategic Partnership and the Office of the Chief of Staff. The latter includes the Executive Office, the Public Affairs Section, the United Nations Operations and Crisis Centre, the Peacekeeping Information Management Unit and the Focal Point for Security.

51. The Office of the Under-Secretary-General will undertake a broad range of activities to ensure a coordinated or integrated approach to planning, directing, managing and supporting peacekeeping operations. Priority areas of activity include supporting the Under-Secretary-General in the performance of political, programmatic, managerial and administrative functions; developing the Department's programme of work while ensuring alignment of this programme with the strategic goals and priorities of United Nations peacekeeping. Through the Office of the Chief of Staff, the Office of the Under-Secretary-General will be responsible for managing media relations, external relations and internal communications; supporting public information activities in field operations; leading cross-cutting management reforms and information management initiatives; providing situational awareness on developments that have an impact on United Nations peacekeeping to support decision-making; delivering policy advice on safety, security and organizational resilience issues related to peacekeeping operations; and facilitating the crisis response of DPKO and DFS. The Office of the Director, Peacekeeping Strategic Partnership, which reports to the Under-Secretary-General for Peacekeeping Operations and the Under-Secretary-General for Field Support, will identify gaps that have an impact on the delivery of mandates by making recommendations on systemic issues relating to United Nations peacekeeping operations and on strengthening the peacekeeping partnership.

52. As of January 2017, the Secretary-General decided that the United Nations Operations and Crisis Centre will report directly to the Assistant Secretary-General for Strategic Coordination in EOSG in order to improve and integrate the flow of information and the coordination of situational awareness and crisis response. The Centre will continue to support DPKO/DFS in the areas of situational awareness, situational analysis, crisis management and executive communications. The Centre is staffed by personnel assigned from different entities across the United Nations system, including 27 posts funded by the support account.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Access for Member States to key peacekeeping and field support public information materials in the six official languages on the United Nations peacekeeping website and through the United Nations peacekeeping social media channels	Target	6	6	6	6
		Estimate		6	6	6
		Actual			6	6
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Percentage of compliance of new peacekeeping operations with initial operating requirements for situation reporting and access to internal information	Target	100	100	100	N/A
		Estimate		100	100	N/A
		Actual			100	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of compliance of all peacekeeping operations with information management standards	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Development of 4 general and/or issue-specific communications strategies for peacekeeping operations	Target	4	4	4	4
		Estimate		4	4	4
		Actual			5	9
	(iii) Acceptance of 80 per cent of the recommendations to support the efficiency and effectiveness of field uniformed personnel in compliance with the applicable United Nations rules, policies, practices and standards	Target	80	80	80	80
		Estimate		80	80	80
		Actual			80	80

External factors

53. Member States will provide the political support and capacity necessary for the implementation of mission mandates; peacekeeping partners and other entities will provide the necessary support.

Outputs

54. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Special Committee on Peacekeeping Operations	
Substantive servicing of meetings	
1. Briefings on new and developing policies and procedures	4
Security Council and General Assembly	
Substantive servicing of meetings	
2. Briefings to Security Council, General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping	35
Other services	
3. Meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	290

Outputs	*Quantity*
4. Briefings/consultations with Member States and troop-and-police-contributing countries on systemic issues and gaps that have an impact on the delivery of the mandate by uniformed personnel	10
5. Briefings to troop-and-police-contributing countries on operational developments in peacekeeping operations and concerning UNSOS	35
6. Notifications to troop-and-police-contributing countries of all reported casualties among uniformed personnel serving in all peacekeeping operations, to be provided within two hours of formal receipt of this information from the mission	1
7. Campaign, in collaboration with DPI, to promote the legacy and achievements of United Nations peacekeeping	1
8. Media events, including interviews and press briefings on thematic and mission-specific topics, including conduct and discipline, gender, military, police and security issues	250
9. Outreach events, such as conferences, exhibits and public briefings on United Nations peacekeeping, including development and production of associated promotional materials	90
10. Peacekeeping-themed posts on digital and social media platforms, including peacekeeping website, Facebook, Twitter, Instagram and Flickr, as well as on iSeek	1 000
11. Briefing on HIV-AIDS to Special Committee on Peacekeeping Operations	1
12. Bilateral briefing on HIV-AIDS to Member States	1
Other substantive activities	
Good offices, fact-finding and other special missions	
13. Visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	10
14. Technical assessments of the implementation of electronic document management frameworks in missions and service centres, including protection and governance of sensitive information	6
15. Support missions for peacekeeping operations developing or implementing OSH risk management programmes, facing a significant OSH risk or managing the response to a significant incident a	3
16. Assessments of the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards, including operational performance	5
17. Operational and technical support missions for joint mission analysis centres, joint operations centres and other units undertaking similar work in peacekeeping operations	5
18. Deployment to peacekeeping operations of the Sage information management, incident and event tracking system to improve reporting and visualization capacity for enhanced situational awareness	2
19. Technical assessments and/or support missions for communications in peacekeeping operations undergoing transition and/or facing specific public information challenges	3
20. Field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations on HIV-AIDS a	1
Technical material	
21. Development of a DPKO/DFS OSH risk management policy[a]	1
22. Development of OSH standard operating procedures and training courses for civilian, military and police personnel[a]	4
23. Annual analytical report on OSH incidents for all occupational groups[a]	1
24. Evaluations of the implementation of security policies in field operations[a]	15
25. Evaluations of field OSH risk management and implementation of organizational resilience management policy in all peacekeeping operations	15
26. Daily reports and peacekeeping briefing notes and, as required, ad hoc alerts and special incident reports necessary to maintain a strategic-level awareness of developments in all peacekeeping operations, UNSOS and related areas of interest	490
27. Analytical products focusing on potential, emerging and ongoing crisis situations to further contribute to enhanced situational awareness	40

Outputs	*Quantity*
28. Standard operating procedures for declassification and release of active records and data and for handling of sensitive information in field operations	2
Seminars	
29. Annual conference for special representatives of Secretary-General and heads of mission of DPKO-led operations	1
30. Biennial conference for mission chiefs of staff	1
31. Training courses for mission focal points on OSH[a]	2
32. Training course for mission focal points on organizational resilience	1
33. Workshop for field mission OSH personnel to ensure an harmonized approach to implementation and strengthen inter-mission cooperation on these issues[a]	1
34. Workshop for chiefs of joint operations centres to align management of individual centres with strategic goals of peacekeeping and crisis management	1
35. Training courses on reporting, operations and information analysis for staff of joint mission analysis centres and joint operations centres	2
36. Training course on field crisis-management arrangements for relevant mission staff	1
37. Workshop for senior public information personnel from all peacekeeping operations to review DPKO/DFS strategic communication policy for the field and its implementation	1
38. Workshop on electronic document management in peacekeeping	1
39. Workshop on innovative uses of data to improve evidence-driven planning and analysis during new mission planning and start-up	1
40. Workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on HIV-AIDS[a]	1
International cooperation and inter-agency coordination and liaison	
Other services	
41. Inputs on peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network	6

[a] Output to be transferred to Office of Support Operations, DOS, as of 1 January 2019.

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	2	2	7	14	21	4	**50**	2	23	–	–	**25**	**75**
	Proposed 2018/19 as of 1 July 2018	2	2	7	15	21	4	**51**	2	24	–	–	**26**	**77**
	Proposed 2018/19 as of 1 January 2019	2	2	9	15	22	4	**54**	2	21	–	–	**23**	**77**
	Final net change	–	–	**2**	**1**	**1**	–	**4**	–	**(2)**	–	–	**(2)**	**2**

		Professional category and above							General Service and related categories					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Principal level*	*Other level*	*Field Service*	*National GS staff*	**Subtotal**	**Total**
Temporary positions	Approved 2017/18	–	–	–	1	–	–	**1**	–	1	–	–	**1**	**2**
	Proposed 2018/19	–	–	–	1	–	–	**1**	–	1	–	–	**1**	**2**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Office of the Under-Secretary-General	Approved 2017/18	2	2	7	15	21	4	**51**	2	24	–	–	**26**	**77**
	Proposed 2018/19 as of 1 July 2018	2	2	7	16	21	4	**52**	2	25	–	–	**27**	**79**
	Proposed 2018/19 as of 1 January 2019	2	2	9	16	22	4	**55**	2	22	–	–	**24**	**79**
	Final net change	–	–	**2**	**1**	**1**	–	**4**	–	**(2)**	–	–	**(2)**	**2**

(c) Justification of posts

Office of the Chief of Staff

Focal Point for Security

Redeployment of 1 HIV Adviser (P-4) from the Policy, Evaluation and Training Division as Occupational Safety Officer(P-4)

Establishment of 1 Administrative Assistant GS (OL)

55. Within the Office of the Chief of Staff, the Focal Point for Security provides security risk management advice; improves security-military-police security risk management methodology; supports and oversees implementation and continuous improvement, within DPKO/DFS field operations, of OSH risk management, field mission programmes and procedures; supports and oversees continuous implementation of the DPKO/DFS organizational resilience management system; and maintains liaison with DSS and the security focal points of other departments, agencies, funds and programmes. The Senior Security Coordination Officer (P-5), who leads the Focal Point for Security, is currently supported by 1 Field Safety Officer (P-4), 1 Organizational Resilience Officer (P-4) and 1 GTA Administrative Assistant (GS (OL)).

56. In 2015, DPKO/DFS began working with the United Nations Medical Services Division of DM to develop a reasonable and achievable OSH risk management framework for the United Nations Secretariat and an implementation strategy based on the field occupational safety risk management policy. To that end, the United Nations Secretariat Occupational Safety and Health Working Group, led by DM, was established to produce an OSH framework for the United Nations common system. In December 2016, the Management Committee endorsed the Occupational Safety and Health Framework, decided to establish an OSH oversight body and directed that a United Nations OSH policy and programme should be developed and implemented in accordance with the OSH Framework, after which OSH risk management became a mandatory core management activity across the United Nations Secretariat and common system. Currently, the field occupational safety risk management programme, which is under revision to become a fully integrated OSH risk management programme, is staffed by 1 post at the P-4 level.

57. The current programme does not have any capacity or administrative support components to successfully develop and implement the necessary OSH risk management components.

1 Occupational Safety Officer (P-4)

58. In order to build and enable a DPKO/DFS capacity and capability to develop and implement occupational health risk management and fully integrate all OSH risks under one programme management structure, it is proposed that the existing post of 1 HIV Adviser (P-4), currently in the Division of Policy, Evaluation and Training, be redeployed to the Focal Point for Security in the Office of the Chief of Staff as the post of Occupational Safety Officer (P-4).

59. The primary responsibility of the post will be to develop, integrate and implement occupational health risk management within the existing risk management programme structure, in line with the OSH and duty of care frameworks of the High-level Committee on Management/United Nations System Chief Executives Board for Coordination. Subsequently, the HIV programme will not be interrupted but rather widened to other infectious and non-infectious health risks and integrated within the OSH programme as one health risk factor, while the redeployment will provide more effective coverage of a broader spectrum of occupational health hazards and risks for peacekeepers.

1 GS (OL) Administrative Assistant

60. It is proposed to establish 1 Administrative Assistant post at the GS-OL level to provide ongoing administrative and communication support to assist the programme personnel of the OSH programme management team.

61. To assist those operations, the Administrative Assistant provides database development and management support, data analysis and statistics, and is responsible for reports, impact/loss identification, incident intake support, planning and coordination support, records and archiving, and administrative, communication and monitoring support. The Administrative Assistant will also have a significant support function for overall OSH programme coordination, not only within DPKO/DFS but also within DPA and United Nations agencies, programme and funds and OSH networks, in order to ensure that the OSH programme of DPKO/DFS is harmonized and standardized.

(d) Justification of GTA positions

Office of the Chief of Staff

Focal Point for Security

1 Administrative Assistant (GS (OL)) (organizational resilience) (continuation)

62. The GTA position of 1 Administrative Assistant (GS (OL)) has been approved since the 2010/11 period.

63. The continuation of the GTA position will provide administrative and technical support to the Focal Point for Security in order to improve emergency preparedness with a reduction of redundancy among various emergency plans. Field operations will be able to better prepare for, respond to and recover from emergency/crisis incidents, while making more efficient use of available resources and reducing the likely requirement for unprogrammed resources during an emergency. Field safety implementation will reduce workplace illness, injury and death. Security policies developed by the Inter-Agency Security Management Network and within DPKO and DFS will reflect the peacekeeping dimension. The results-based-budgeting framework includes 6 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network; 15 evaluations of the implementation of security policy in peacekeeping operations; 15 evaluations of field occupational safety risk management programmes in peacekeeping operations; 15 evaluations of the implementation of organizational resilience management policy in

peacekeeping operations; 2 field safety training courses for participants from peacekeeping operations; and 1 organizational resilience training course for participants from peacekeeping operations.

Office of the Chief of Staff

Executive Office

1 Human Resources Officer (P-4) (continuation)

64. The GTA position of 1 Human Resources Officer (P-4) was approved in the 2015/16 period. It is proposed to continue the GTA position to support activities related to the recruitment of seconded active-duty military and police officers in DPKO and DFS and to engagement with Member States with a view to identifying alternative solutions for addressing conflicts between national legislation and United Nations Staff Regulations and Rules in accordance with the General Assembly resolutions 67/287 and 68/252 on the implementation of exceptional measures for seconded active-duty military and police officers. The application of these exceptional measures was extended by the General Assembly in its resolution 71/263.

65. This position works directly with Member States for the nomination and recruitment of active-duty officers. It provides crucial support to military and police recruitment campaigns and to reporting, statistics and outreach activities necessary to ensure proper representation of troop-and-police-contributing countries. It also continues to identify any compliance issues with the Staff Rules and, in order to develop solutions in collaboration with OHRM and OLA, continues to address the compliance of each Member State that provides a seconded active-duty military or police officer.

(e) Changes to take effect as of 1 January 2019

Department of Peace Operations

Transfer of Senior Leadership Appointments Section from the Office of the Under-Secretary-General for Field Support and renaming as Leadership Support Section

1 Chief of Section (P-5), 1 Administrative Officer (P-4), 1 Programme Management Officer (P-3), 1 Human Resources Assistant (GS (PL)) and 1 Human Resources Assistant (GS (OL))

66. As summarized in the report of the Secretary-General on the peace and security reform (A/72/772), the Senior Leadership Appointments Section will be transferred from the Office of the Under-Secretary-General for Field Support to the Office of the Director for Coordination and Shared Services through the redeployment of 5 posts (1 P-5, 1 P-4, 1 P-3, 1 GS (PL) and 1 GS (OL)) as well as its current functions.

67. With respect to the results-based-budgeting framework, the outputs that will be subsumed under the new structure are presented in the table below.

Outputs	*Quantity*
Other substantive activities	
Senior appointments	
1. Outreach visits to expand the candidate pool for senior mission appointments and to meet Organizational objectives for gender and geographical balance	3
2. Candidates sponsored annually to the United Nations Resident Coordinator Assessment Centre	2
3. Newly appointed heads and deputy heads of mission provided with leadership support, including opportunities for pairing with leadership partners (former/current mission leaders)	8

68. The presentation of the outputs is identical under the two Offices in the present report, reflecting the functions carried out for the first and second halves of the 2018/19 period. The reporting on the outputs will be consolidated in the new Office for the full 12-month period in the context of the budget performance report for the period.

Transfer of Integrated Assessment and Planning Unit from the Office of Operations

1 Senior Political Affairs Officer (P-5), 1 Political Affairs Officer P-4, 1 Staff Assistant (GS (OL))

69. As summarized in the report of the Secretary-General on the peace and security reform (A/72/772), the Integrated Assessment and Planning Unit will be transferred from the Office of Operations to the Office of the Under-Secretary-General for Peace Operations through the redeployment of 3 posts (1 P-5, 1 P-4 and 1 GS (OL)) as well as its current functions.

70. With respect to the results-based-budgeting framework, the outputs that will be subsumed under the new structure are presented in the table below.

Outputs	*Quantity*
Other substantive services	
1. Revision of 2008 DPKO/DFS policy entitled "Authority, command and control in United Nations peacekeeping operations"	1
2. Advice and support to at least 4 mission planning processes	4
Seminars	
3. Workshop/training on assessment and planning for Headquarters and field personnel	3

71. The presentation of the outputs is identical under the two Offices in the present report, reflecting the functions carried out for the first and second halves of the 2018/19 period. The reporting on the outputs will be consolidated in the new Office for the full 12-month period in the context of the budget performance report for the period.

Transfer of Gender Unit from the Policy, Evaluation and Training Division

1 Senior Gender Adviser (P-5), 1 Gender Affairs Officer (P-4), 1 Gender Affairs Officer (P-3), 1 Administrative Assistant (GS (OL))

72. As summarized in the report of the Secretary-General on the peace and security reform (A/72/772), the Gender Unit will be transferred from the Policy, Evaluation and Training Division to the Office of the Under-Secretary-General for Peace Operations and renamed the Gender Team through the redeployment of 4 posts (the P-5, 1 P-4, 1 P-3 and 1 GS (OL)) as well as its current functions.

73. With respect to the results-based-budgeting framework, the outputs that will be subsumed under the new structure are set out below.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Other substantive activities	
Technical material	
1. Technical guidance material developed on women, peace and security	1

Outputs	*Quantity*
International cooperation and inter-agency coordination and liaison	
Other services	
2. Briefings to the Special Committee on Peacekeeping Operations on women and peace and security	1
3. Bilateral briefings to Member States on women and peace and security	1
4. Workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on women and peace and security	1
5. Field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations on women and peace and security	1
6. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on women and peace and security	1
7. Workshops organized to roll out the new gender policy and women, peace and security indicators for all peacekeeping personnel	4
8. Presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on women and peace and security	1

74. The presentation of the outputs is identical under the two Offices in the present report, reflecting the functions carried out for the first and second halves of the 2018/19 period. The reporting on the outputs will be consolidated in the new Office for the full 12-month period in the context of the budget performance report for the period.

2. Office of Operations

(a) Results-based-budgeting framework

75. The mandate of the Office of Operations was established by the General Assembly in its resolution 47/71. The functions of the Office are set out in Secretary-General's bulletin ST/SGB/2010/1.

76. The Office will, during the budget period, contribute to a number of expected accomplishments established by the General Assembly by delivering related key outputs as shown in the frameworks set out below. The indicators of achievement show how progress will be measured towards those accomplishments.

77. The priorities of the Office are to undertake strategic planning, develop integrated strategies and provide strategic direction on cross-cutting, mission-specific and political issues; deliver day-to-day integrated operational support to new and ongoing peacekeeping operations, including guidance on policy and operational issues; devise, promote agreement on and implement integrated solutions to the political and operational challenges of peacekeeping operations and support them vis-à-vis parties to conflict and other interested stakeholders; engage with members of the Security Council, Member States and other relevant partners on issues of concern; lead the integrated mission planning process for new operations and coordinate transitions in existing operations, including consolidation and exit strategies; and ensure unity of command and integration of efforts of DPKO and DFS in the political direction, planning and operational management of peacekeeping missions by providing an overall political, strategic and operational framework and acting through the integrated operational teams.

78. The Office is comprised of three divisions: Africa Division I, Africa Division II and the Asia, Middle East, Europe and Latin America Division. The regional divisions include a total of seven integrated operational teams. Africa I Division includes the Headquarters Somalia Coordination and Planning Team, and two integrated operational teams: the Sudan Integrated Operational Team (UNAMID and UNISFA) and the South Sudan Integrated Operation Team (UNMISS). The Africa II Division

includes three integrated operational teams: the West Africa and the Sahel Integrated Operational Team, covering MINUSMA; the Central Africa Integrated Operational Team, covering MINUSCA; and the Great Lakes Region Integrated Operational Team, covering MONUSCO. The Asia, Middle East, Europe and Latin America Division provides political and strategic direction and day-to-day operational support to the operations located in Asia (UNMOGIP), the Middle East and North Africa (UNDOF, UNIFIL, UNTSO and MINURSO), Europe (UNFICYP and UNMIK) and Latin America (MINUJUSTH).

79. The Office will continue under the results-based-budgeting framework provided below as the single political-operational regional structure as of 1 January 2019, as stipulated in the proposed reform of the peace and security architecture.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Security Council resolutions incorporating recommendations aimed at establishing peacekeeping operations or making major adjustments to existing peacekeeping operations and the support to AMISOM	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Percentage of reports of the Secretary-General to the Security Council reflecting briefings with troop-contributing countries and Member State	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Fulfilment of Security Council time requirements for the establishment of new or the adjustment of existing peacekeeping operations	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of peacekeeping operations in integrated settings have up-to-date integrated strategic frameworks or equivalent frameworks	Target	100	100	75	100
		Estimate		100	75	55
		Actual			75	55
	(ii) Percentage of peacekeeping operations fulfil major milestones, as defined in and mandated by Security Council resolutions	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

80. Parties to the conflict cooperate and are willing to resolve their disputes peacefully; peacekeeping partners will provide the necessary support; and the security environment permits the establishment or continuation of peacekeeping operations.

Outputs

81. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Substantive servicing of meetings	
1. Briefings/consultations in response to requests by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and NGOs on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM	4 000
2. Informal meetings of the Fifth Committee on peacekeeping operation specific reviews	14
3. Informal briefings to the Special Committee on Peacekeeping Operations	4
Security Council	
Substantive servicing of meetings	
4. Oral briefings to the Security Council on peacekeeping issues	50
5. Weekly briefing notes to the Security Council on field operations	51
6. Reports of the Secretary-General on mission/country-specific issues	42
7. Letters from the Secretary-General to the President of the Security Council	35
Other services	
8. Substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners	120
9. Consultations with troop-and-police-contributing countries	35
Other substantive activities	
10. Official substantive communications (code cables) providing policy, political-operational and crisis-management advice	500
11. Meetings of regular integrated mission task forces and integrated task forces to take stock and review progress on the ground by peacekeeping operations	144
12. Integrated strategic reviews of peacekeeping operations organized and conducted to assess and make recommendations on approaches, challenges or opportunities in the area of mandate implementation	4
13. Integrated concept of operations or mission concepts, in line with Security Council mandates for new peacekeeping operations and existing peacekeeping operations requiring significant adjustments	4
14. Integrated technical assessments and/or issue-specific assessment visits organized and conducted, forming inputs to or resulting in reports that provide overall guidance to and assist peacekeeping operations and support for AMISOM on planning and mandate implementation issues	20
15. Advice and support to at least 4 mission planning processes[a]	4
16. Advisory notes on United Nations/African Union strategic cooperation in peacekeeping, including the operationalization of the African Peace and Security Architecture and the implementation of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security	5
17. Revision of 2008 DPKO/DFS policy entitled "Authority, command and control in United Nations peacekeeping operations"[a]	1
Seminars	
18. Workshop/training on assessment and planning for Headquarters and field personnel[a]	3
19. Workshop for heads of political affairs of all peacekeeping operations	1

[a] Output to be transferred to Office of the Under-Secretary-General for Peace Operations as of 1 January 2019.

(b) Human resources requirements

Posts		Professional category and above							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Principal level	Other level	Field Service	National GS staff	**Subtotal**	**Total**
Total Office of Operations	Approved 2017/18	–	5	12	21	12	5	**55**	–	19	–	–	**19**	**74**
	Proposed 2018/19 as of 1 July 2018	–	5	11	20	12	5	**53**	–	18	–	–	**18**	**71**
	Proposed 2018/19 as of 1 January 2019	–	5	10	18	12	4	**49**	–	17	–	–	**17**	**66**
	Final net change	–	–	**(2)**	**(3)**	–	**(1)**	**(6)**	–	**(2)**	–	–	**(2)**	**(8)**

(c) Justification of posts

Africa Division II

Abolishment of 1 Senior Political Affairs Officer (P-5)

Abolishment of 1 Political Affairs Officer (P-4)

82. Two posts are proposed for abolishment in the Africa II Division in the 2018/19 period, 1 Senior Political Affairs Officer (P-5) and 1 Political Affairs Officer (P-4) in the West Africa and Sahel Integrated Operational Team, owing to the reduced workload expected following the closure of UNMIL at the end of its substantive mandate on 31 March 2018, pursuant to Security Council resolution 2333 (2016).

Asia, Middle East, Europe and Latin America Division

Abolishment of 1 Team Assistant (GS (OL))

83. The Asia, Middle East, Europe and Latin America Division is staffed by six Team Assistant (GS (OL)) posts to provide secretariat, clerical and administrative support to the Director of the Division and the two integrated operational teams. Although the work of the Division and backstopping responsibilities for all the eight peacekeeping missions continues at a high tempo, some of the surge in activities and increased operational demands seen during the previous budget period are no longer present. Such demands included the political electoral situation in Haiti and transition planning for a reconfigured United Nations presence, the intensification of planning for an enhanced role in the case of a settlement in Cyprus and the return of MINURSO to full functionality. Furthermore, the proposal is associated with improved administration elements of Umoja.

3. Office of Military Affairs

(a) Results-based-budgeting framework

84. The Office of Military Affairs comprises the Office of the Military Adviser, the Current Military Operations Service, the Force Generation Service and the Military Planning Service. The functions of the Office of Military Affairs are set out in Secretary-General's bulletin ST/SGB/2010/1.

85. With a view to enhancing the effectiveness of military activities in peacekeeping, the core tasks of the Office are to provide technical advice to the heads of military components and oversight, including the analysis of specific military plans and operations; assess potential threats to military operations; support, monitor and guide all military components in peacekeeping operations; develop relevant military policy and guidance documents; and maximize military capability and its timely

deployment to peacekeeping operations. The Office will continue to improve dialogue with Member States and regional organizations in order to further strengthen its partnerships and enhanced contributions to peacekeeping.

86. In the 2018/19 period, the key priorities of the Office will be continuing to improve strategic and operational planning and guidance; enhancing the performance of military components and improving rapid deployments and women's participation. The Office will enhance its capacity to provide effective and timely strategic direction, operational guidance, training and support to all peacekeeping missions, and will focus on enabling missions to deliver mandates with reduced strength in view of budget reductions. The Office will also continue to monitor the security situation affecting peacekeeping missions to obtain early warning of potentially deteriorating security situations, utilizing unmanned aircraft systems as one component to improve the overall situational awareness and force protection effort. The Strategic Force Generation and Capability Planning Cell will continue its strategic outreach to ensure the generation of pledges to fill capability gaps.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Percentage of Security Council resolutions with recommendations on military issues in establishing potential or adjusting existing peacekeeping operations	Target	90	90	90	90
		Estimate		90	90	90
		Actual			98	95
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Number of days needed to prepare military plans for a new or significantly adjusted peacekeeping operation from the day of the adoption of the relevant Security Council resolution	Target	7	7	7	7
		Estimate		7	7	7
		Actual			7	7
	(ii) Number of days needed to establish a deployable nucleus of military headquarters personnel of a peacekeeping operation from the day of the adoption of a Security Council resolution or related decision	Target	15	15	15	15
		Estimate		15	15	15
		Actual			15	15
	(iii) Increase in the total number of military and policy units pledged by Member States in levels 1, 2 and 3 and the rapid deployment level of the Peacekeeping Capability Readiness System	Target	16	16	8	N/A
		Estimate		16	8	N/A
		Actual			10	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of implemented military-related recommendations from end-of-assignment, after-conference/action reports, visits and study and assessment reports endorsed by the Under-Secretary-General for Peacekeeping Operations	Target	100	100	100	100
		Estimate		95	95	95
		Actual			97	98

External factors

87. Member States will contribute the required military personnel and materiel to peacekeeping operations in a timely manner to effect deployment; and parties to conflicts in areas of peacekeeping operations will cooperate with the United Nations.

Outputs

88. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Substantive servicing of meetings	
1. Briefings to troop-contributing countries on all military aspects of peacekeeping operations, on performance related to the prevention of sexual exploitation and abuse and on the new Peacekeeping Capability Readiness System	23
Security Council	
Substantive servicing of meetings	
2. Briefings on new or anticipated developments, crisis situations and changes to the mandate of peacekeeping	30
Other services	
3. Strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	30
4. Strategic military plans for new or significantly adjusted peacekeeping operations	4
5. Updated threat assessments reports for military operations in peacekeeping settings	16
Other substantive activities	
Good offices, fact-finding and other special missions	
6. Military assessment and advisory briefings to troop-contributing countries to assess readiness for potential deployment to peacekeeping operations	8
7. Deployment of an organized key nucleus of a military staff and/or military staff support team to new and existing missions for up to 90 days	1
Technical material	
8. Strategic or oversight assessment reports of military components of peacekeeping operations	10
9. Predeployment and assessment reports of troop-contributing country capacities	8
Seminars	
10. Workshop for military gender advisers	1
11. Workshop for military legal advisers	1
12. Regional workshops on the implementation of new policies and guideline materials, including the United Nations Military Unit Manuals	3
13. Conference of heads of military components of peacekeeping operations	1
International cooperation and inter-agency coordination and liaison	
Other services	
14. Presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations	10
15. Military-to-military briefings with the European Union Military Service	2

(b) Human resources requirements

Posts		Professional category and above							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Principal level	Other level	Field Service	National GS staff	**Subtotal**	**Total**
Total Office of Military Affairs	Approved 2017/18	1	1	10	86	14	–	**112**	–	19	–	–	**19**	**131**
	Proposed 2018/19	1	1	9	84	14	–	**109**	–	18	–	–	**18**	**127**
	Net change	–	–	(1)	(2)	–	–	**(3)**	–	(1)	–	–	**(1)**	**(4)**

(c) Justification of posts

Shared specialist with Africa Division I in Office of Operations

Abolishment of 1 Military Liaison Officer (P-4)

89. Within the context of the reconfiguration of UNAMID, the significant drawdown of mission staff will also reduce the need for military liaison and advisory activities in the Africa I Division at the Headquarters level. The Military Liaison Officer (P-4) is no longer required as military liaison and advisory activities will be carried out by the Military Liaison Officers (P-5) assigned to the Sudan integrated Operational Team.

Shared specialist with Africa II Division in Office of Operations

Abolishment of 1 Senior Military Liaison Officer (P-5)

90. The end of the UNMIL substantive mandate will further reduce the need for military liaison and advisory activities in the Africa II Division. The Senior Military Liaison Officer is no longer required as military liaison and advisory activities will be carried out by the remaining 3 Military Liaison Officers (P-4) as shared specialists.

Military Planning Section

Abolishment of 1 Planning Officer (P-4)

91. As part of scalability assessment owing to the closure of UNMIL and MINUSTAH, it was assessed that overall workload in the Section will be reduced, and with the closures on 15 October 2017 and 30 June 2018, respectively, the workload associated with the Planning Office will be reduced. Remaining workload will be handled by the remaining Planning Officers staffing the Section as shared specialists.

Force Generation Service

Abolishment of 1 Team Assistant (GS (OL))

92. Following the deployment of UE1 in November 2016, there is a decrease in the need of transactional functions related to force generation and deployment performed by the Force Generation Service. As part of Umoja benefit realization assessment, this post was identified for abolishment. The abolishment of the Team Assistant (GS (OL)) post reflects the benefits available across the Service.

4. Office of Rule of Law and Security Institutions

(a) Results-based-budgeting framework

93. The mandate of the Office of Rule of Law and Security Institutions was established by the General Assembly in its resolution 61/279. The functions of the

Office are set out in Secretary-General's bulletin ST/SGB/2010/1. It comprises the Office of the Assistant Secretary-General, the Police Division, the Mine Action Service, the Justice and Corrections Service, the Disarmament, Demobilization and Reintegration Section and the Security Sector Reform Unit.

94. The Office will undertake a broad spectrum of activities mandated by the Security Council and the General Assembly to support peacekeeping operations and ensure a coordinated approach to the strengthening of the rule of law and security institutions. Together with the United Nations Development Programme, the Office leads the global focal point arrangement for police, justice and corrections areas in post-conflict and other crisis situations and, as such, will give priority to increasing coherence and efficiency in delivering support to the field. As global coordinator for mine action, UNMAS will continue to bring coherence to responses in peace operations as well as peace sustainment, stabilization and humanitarian contexts.

95. In the 2018/19 period, the Office will focus on the implementation of the report of the Special Committee on Peacekeeping Operations (A/72/19); the report of the Secretary-General on United Nations policing (S/2016/952); Security Council resolutions 2151 (2014) on security sector reform and 2185 (2014) and 2382 (2017) on policing; the operationalization of the reform plan for the United Nations police; the implementation of the Strategy of the United Nations on Mine Action 2013–2018 (General Assembly resolutions 70/80 and 72/75); and implementation of Security Council resolution 2365 (2017) on mine action and Security Council presidential statement S/PRST/2014/5 on the promotion and strengthening of the rule of law in the maintenance of international peace and security.

96. The Office will also continue to lead other system-wide initiatives through inter-agency processes in the areas of DDR, mine action, security sector reform and justice and corrections. The Police Division will further strengthen coordination activities of United Nations policing and other law enforcement matters across pillars. Priority areas of engagement relating to peacekeeping include coordinated programming; integrated strategic results and evidence-based planning, assessment and direction with regard to the rule of law and security institutions; capacity-building and institutional development; planning of and support for the transitioning of peacekeeping operations; support for regional partnerships and cross-cutting initiatives; the development of policy, technical guidance and training materials and delivery of training programmes in specialized areas; the targeted recruitment of experts; the strategic generation of capacities and capabilities; and the recruitment, deployment and maintenance of rapidly deployable units and specialist capacities.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Percentage of Security Council resolutions reflecting the activities to be carried out by police, judicial and corrections officers	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018/19	*2017/18*	*2016/17*	*2015/16*
	(ii) Percentage of Security Council resolutions incorporating specific recommendations by the Secretary-General on security sector reform, disarmament, demobilization and reintegration and community violence reduction, mine action, weapons and ammunition management and improvised explosive device responses in the establishment or adjustment of peacekeeping operations	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates and evolving needs	(i) Number of days needed to deploy police to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	25	25	25	25
		Estimate		25	25	25
		Actual			25	25
	(ii) Number of days needed to deploy justice and corrections capacities to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	30	30	30	30
		Estimate		30	30	30
		Actual			30	30
	(iii) Number of days needed to deploy personnel specializing in mine action, weapons and ammunition management, improvised explosive device mitigation response and security sector reform to new, adjusted or transitioning peacekeeping operations upon the adoption of the relevant Security Council resolution	Target	30	30	30	30
		Estimate		30	30	30
		Actual			N/A	30
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Integrated mission plans reflecting the response of police, justice, corrections, disarmament, demobilization and reintegration and community violence reduction, security sector reform and mine action, weapons and ammunition management and/or improvised explosive device mitigation	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5
	(ii) Reduction of vacancy rate for police in field operations	Target	13	14	14	15
		Estimate		14	14	15
		Actual			14	14.2
	(iii) Annual plans for mine action, weapons and ammunition management and/or improvised explosive device mitigation response developed or updated for 5 peacekeeping operations	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5

External factors

97. Member States, United Nations partners and other relevant entities will provide the support, coordination and collaboration required to implement mission mandates; and conditions on the ground in peacekeeping operations will allow assessment, assistance or support missions to be conducted.

Outputs

98. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Substantive servicing of meetings	
1. Presentations to Member State groupings, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of the global focal point arrangement for police, justice and corrections, and a partnership approach in the areas of rule of law and security institutions	35
Briefings on peacekeeping operations	
2. Police	34
3. Justice and corrections	10
4. Mine action, including weapons and ammunition management and improvised explosive device threat mitigation	10
5. DDR and community violence reduction	10
6. Security sector reform	10
Parliamentary documentation	
Reports of the Secretary-General	
7. Inputs to reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, including on the role of policing, justice and corrections; DDR and community violence reduction; mine action, weapons and ammunition management, improvised explosive device threat mitigation and/or security sector reform	42
Other substantive activities	
Technical material	
End-of-assignment reports on required ongoing support, lessons learned and best practices for new, existing or transitioning peacekeeping operations for:	
8. Police	7
9. Justice	3
10. Corrections	3
Technical material	
11. New or revised concepts of operations and/or standard operating procedures for police components of peacekeeping operations	5
Technical or strategic, review or assessment reports on the implementation of activities or mandates in peacekeeping operations	
12. Police	10
13. Justice	6
14. Corrections	6
15. Mine action, weapons and ammunition management and improvised explosive device threat mitigation	7
16. DDR and community violence reduction	7

Outputs	*Quantity*
17. Security sector reform	4
Technical material	
18. Assessment missions to provide technical assistance to field operations in the areas of weapons and ammunition management and threat mitigation of improvised explosive devices	2
19. In-country briefings/presentations on United Nations policing in peacekeeping operations; and assistance and assessment missions for selection/recruitment/deployment/rotation and/or inspection of police personnel, units and equipment	45
20. Briefing notes on developments in DDR and community violence reduction in field operations	4
21. Training tool on key operational aspects of DDR and reduction of community violence	1
22. Study on lessons learned and/or guidance note on key operational aspects of DDR and reduction of community violence	1
23. Guidance documents and training tools for justice and corrections personnel	2
24. Guidance document/training tool on security sector reform	1
25. Co-chaired VTC with Inter-Agency Working Group on DDR to develop guidance and share best practices and information	4
26. Co-chaired meetings of Inter-Agency Security Sector Reform Task Force to develop guidance and joint programmes for peacekeeping operations	6
Training course on policy implementation, in accordance with the Strategic Guidance Framework for International Police Peacekeeping	
27. Number of police planners from peacekeeping operations	25
28. Number of participants from peacekeeping operations	25
Seminars	
29. Joint United Nations-African Union police seminar to increase the number of trained, specialized and equipped police capabilities and/or personnel	1
Conferences to provide guidance, exchange information, share best practices, review strategic objectives and enhance coordination	
30. Heads of police components of peacekeeping operations	1
31. Heads of security sector reform units	1
International cooperation and inter-agency coordination and liaison	
Other services	
32. Briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialists and rapidly deployable capacities needed in the areas of rule of law and security institutions	5
33. Outreach activities to generate specialized police teams, enlarge the senior police leadership roster and increase the number of female police officers in peacekeeping	3
34. Multi-donor report on mine action covering activities in 10 field operations	1
35. Outreach activity to promote the United Nations roster of security sector reform experts	1
36. Joint World Bank/United Nations public expenditure review of the security and justice sector in a peacekeeping context	1

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	1	3	9	45	30	–	**88**	–	17	–	–	**17**	**105**
	Proposed 2018/19	1	3	9	44	30	–	**87**	–	16	–	–	**16**	**103**
	Net change	–	–	–	**(1)**	–	–	**(1)**	–	**(1)**	–	–	**(1)**	**(2)**
Temporary positions	Approved 2017/18	–	–	–	4	–	–	**4**	–	–	–	–	–	**4**
	Proposed 2018/19	–	–	–	4	–	–	**4**	–	–	–	–	–	**4**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Office of Rule of Law and Security Institutions	Approved 2017/18	1	3	9	49	30	–	**92**	–	17	–	–	**17**	**109**
	Proposed 2018/19	1	3	9	48	30	–	**91**	–	16	–	–	**16**	**107**
	Net change	–	–	–	**(1)**	–	–	**(1)**	–	**(1)**	–	–	**(1)**	**(2)**

(c) Justification of posts

Police Division

Shared specialist in Africa II Division in Office of Operations

Abolishment of 1 Police Liaison Officer (P-4)

99. The Police Liaison Officer (P-4), previously covering UNOCI and UNMIL as a shared specialist, is no longer required due to the closure of the two missions.

Strategic Policy and Development Section

Abolishment of 1 Administrative Assistant (GS (OL))

100. In relation to implementation of Umoja at Headquarters, it is proposed to abolish 1 Administrative Assistant (GS (OL)) to realize the efficiency gains achieved by the Division.

(d) Justification of GTA positions

Office of the Assistant Secretary-General

1 Rule of Law and Security Institutions Officer (P-4) (MINUSCA) (continuation)

101. In relation to the establishment of MINUSCA by the Security Council in its resolution 2149 (2014), the General Assembly approved 1 GTA Rule of Law and Security Institutions Officer (P-4) position under the Office of Rule of Law and Security Institutions to advance the integrated planning process and provide support for MINUSCA deployment and mandate implementation.

102. In view of the volatile situation in the Central African Republic and the beginning of the political process led by the African Initiative for Peace and Reconciliation, there is a continued need to maintain the position of the Rule of Law and Security Institutions Officer to ensure that rule of law and security institution-related components further contribute the core peacekeeping priorities of MINUSCA, particularly the political process and the protection of civilians, as mandated in Security Council resolution 2387 (2017). During the 2018/19 period, key activities will include assisting the Government, in close cooperation with the European Union Training Mission, in rebuilding professional and representative armed forces, as well

as supporting the progressive and sustainable redeployment of security forces throughout the country in accordance with the security sector reform framework under development, including support to weapons and ammunition management, the implementation of a DDR process and the expansion of community violence reduction projects, as well as advancing the rule of law and combating impunity through urgent temporary measures, the operationalization of the Special Criminal Court and support for the criminal justice chain (police, justice and corrections). Owing to the complex mandate, which is expected to last for at least several years, the rapidly evolving and fluid situation on the ground, the close link between the political process and progress in the areas of the rule of law and security institutions, and the limited resources available to the Mission, a substantial and sustainable planning and backstopping capacity is required both in the Office of Operations and the Office of Rule of Law and Security Institutions to support the prioritization, sequencing and articulations of the different tasks related to police, justice, corrections, security sector reform, DDR and weapons and ammunitions management and to ensure their linkage with other areas (protection of civilians, extension of State authority, political process, transitional justice, etc.). As in the case of MINUSMA, MINUSCA represents a particular level of complexity in terms of managing and developing relationships with multiple partners

103. To meet the ongoing and anticipated workload and to implement the mandate of both offices to provide effective and integrated support for MINUSCA, it is proposed to continue the GTA Rule of Law and Security Institutions Officer (P-4) position in the 2018/19 period.

Justice and Corrections Service

1 Judicial Affairs Officer (P-4) (continuation)

104. The Justice and Corrections Service is comprised of 16 posts (1 D-1, 2 P-5, 8 P-4, 3 P-3 and 2 GS (OL)) and 1 GTA position (P-4) under the support account. It is proposed that the GTA Judicial Affairs Officer (P-4) position be continued in order to provide backstopping support to the justice component in MINUJUSTH and to assist the Mission in effective and efficient programme planning and implementation as it transitions to the United Nations country team and national counterparts. This post is also required to enable continued support to MINUSCA, particularly with its efforts to assist the authorities of the Central African Republic in establishing and operationalizing the Special Criminal Court, as mandated by the Security Council.

105. This GTA position was initially created in July 2010 to provide adequate support for rule-of-law efforts in Haiti in the aftermath of the earthquake. Since then, the Judicial Affairs Officer has provided substantial support for the efforts of MINUSTAH on rule-of-law issues, including through the global focal point arrangement for police, justice and corrections areas in the rule of law in post-conflict and other crisis situations.

106. Owing to the central focus of MINUJUSTH on justice, there is an ongoing and even stronger need for a Judicial Affairs Officer to support rule-of-law efforts in Haiti. In the 2018/19 period, the Judicial Affairs Officer will continue to assist MINUJUSTH with specific tasks such as supporting the recruitment and deployment processes for over 90 new rule-of-law posts, including 38 Government-provided personnel; facilitating the development and implementation of a joint United Nations rule-of-law programme in Haiti; reviewing and refining the MINUJUSTH concept of operations; facilitating budgetary processes and mobilizing resources, including programmatic funding; and regularly briefing Member States on progress and challenges. All of these tasks will be carried out in close coordination with MINUJUSTH counterparts and other United Nations and external partners.

107. In addition to actively supporting MINUJUSTH in the implementation of its mandate, the Judicial Affairs Officer will also continue to assist MINUSCA in operationalizing the Special Criminal Court in the Central African Republic, as mandated by the Security Council in its resolution 2301 (2016). In the 2018/19 period, the Judicial Affairs Officer will support the selection and deployment of international magistrates to the Special Criminal Court; the mobilization of funding and other resources for the Court; the provision of specialized technical expertise, including on the protection of victims and witnesses, case management and court administration; and the strengthening of partnerships with other relevant United Nations entities, non-governmental organizations, academic institutions and international criminal tribunals.

Police Division

1 Police Programme Officer (P-4) (MINUSCA) (continuation)

108. The approved staffing establishment of the Office of the Police Adviser under the Police Division comprises 9 posts (1 D-2, 1 D-1, 3 P-4, 2 P-3 and 2 GS (OL)) and 1 GTA Programme Officer (P-4) position, proposed for continuation. This function facilitates core backstopping assistance to the MINUSCA police component, consisting of 2,080 authorized personnel, which leads essential capacity-building, development and operational support efforts for the Central African Republic national police and gendarmerie.

109. In its resolution 2387 (2017), the Security Council reaffirmed the integral role of United Nations policing in the realization of mandate priorities, including advancing the political process, protecting civilians, facilitating a secure and safe environment, strengthening the rule of law and international justice, and supporting security sector reform and DDR processes. Sustained, dedicated police backstopping and coordination support would ensure that mandated policing tasks are informed by strategic guidance from Headquarters, including planning, consultation and coordination with all relevant stakeholders outside the Central African Republic, and would ensure oversight and facilitate adequate and timely reporting, including to legislative bodies. Specific backstopping tasks include (a) promoting and supporting the rapid extension of State authority, including the deployment of vetted and trained national police and gendarmerie in line with the five-year development plan and as part of the deployment of the territorial administration and other rule-of-law authorities, by verifying policing advice to national authorities with Secretariat entities, by filling and maintaining MINUSCA police's authorized staffing levels and exploring specialized police team and training options; (b) assisting in the refinement of MINUSCA police operational plans and priorities and ensuring their integration with Headquarter processes; (c) imparting policing-specific expertise in support of Government efforts to combat impunity, advance the rule of law and restore the criminal justice chain and the operationalization of the Special Criminal Court, including by optimizing the implementation of urgent temporary measures through arrests to maintain basic law and order; (d) facilitating efforts and Headquarters interactions to further refine the modus operandi of the joint mechanism between the United Nations military and police to support law-and-order operations in Bangui; (e) supporting the implementation of projects of the global focal point for the police, justice and corrections areas related to providing infrastructure and logistics support to the police and gendarmerie of the Central African Republic; and (f) together with other DPO offices, analysing and devising strategies to prevent and address serious and organized crime.

110. The Police Division has devised several mechanisms to improve efficiencies and cost-effectiveness, including by increasing the number of missions handled by each Desk Officer. The continuation of the post of the Police Programme Officer remains critical to providing high-quality and timely support to the Mission's police component.

Disarmament, Demobilization and Reintegration Section

1 Policy Planning Officer (P-4) (MINUSCA) (continuation)

111. The Disarmament, Demobilization and Reintegration Section consists of 7 posts (1 P-5, 2 P-4, 3 P-3 and 1 GS (OL)) and 1 GTA position (P-4) funded under the support account, which was originally created to meet the backstopping requirements for the Central African Republic resulting from the transition of the United Nations Integrated Peacebuilding Office in the Central African Republic to MINUSCA, with DDR as a key part of the peace process in the country.

112. DDR is a priority task in the mandate of the Mission and support for the DDR process in the Central African Republic could not be absorbed under the existing staffing table of the Section without incurring risks to its efficiency. In the 2017/18 period, the work of the DDR team in MINUSCA has increased as a pilot DDR programme covering 14 armed groups in eight locations has commenced and the DDR-administered community violence reduction programme has been scaled up.

113. Following the June 2017 ceasefire agreement between the Government and 14 armed groups, there is growing momentum in the peace process with the African Union-led African Initiative for Peace and Reconciliation and the fact that technical preparations for DDR are complete. As soon as a broad peace agreement is signed, the national DDR process will commence. More specifically, the national DDR programme has been developed and endorsed, targeting 9,000 beneficiaries and with a total budget of $45 million. As at end-August 2017, 88 per cent of the budget had been pledged, while the Government's DDR implementation unit was operational.

114. The growth and reinforcement of these activities targeting armed groups are supported by the GTA position and it is therefore essential to a continuing and sustained level of backstopping by the Section, which provides programmatic support and advice, assists with recruitment and manages all aspects of reporting and liaison with United Nations partners and Member States at Headquarters. As the number of DDR and community violence reduction programmes globally is expected to grow, a redistribution of tasks among existing Section personnel to cover the Central African Republic is not possible.

5. Policy, Evaluation and Training Division

(a) Results-based-budgeting framework

115. The Division comprises the Office of the Director (including the evaluations and partnerships teams), the Integrated Training Service and the Policy and Best Practices Service.

116. The Policy, Evaluation and Training Division is an integrated resource for both DPKO and DFS, which provides an institutional capacity for strengthening peacekeeping through the formulation of cross-cutting peacekeeping policy and guidance; the capturing and sharing of best practices; the setting of training standards for peacekeeping personnel; the evaluation of programme performance towards mandate implementation; and strategic cooperation within the United Nations and with external partners. The Division provides technical and operational support to Member States and peacekeeping operations in the area of training and serves as the secretariat for the Special Committee on Peacekeeping Operations. It also provides operational support to DPKO and DFS, Member States and all peacekeeping operations in several thematic areas, including protection of civilians, sustaining peace, gender (from July to December 2018), child protection and civil affairs.

117. The Division will continue to focus on priority and emerging policy areas faced by United Nations peacekeeping operations, including but not limited to adapting

peacekeeping to new environments, uniformed capability requirements through the Strategic Force Generation and Capability Planning Cell, protection of civilians, local conflict analysis and community engagement, programmatic funding planning and partnerships. The Division provides ongoing support to Member States and field missions, develops and delivers training standards and provides support for predeployment training for uniformed personnel. The overall goal is to build sustainable Member State capacity to deliver United Nations required training for all personnel deployed to peacekeeping operations. Mobile training teams will provide support for new and emerging troop-and-police-contributing countries and train-the-trainer courses and United Nations-developed training material will be provided for Member State trainers. With regard to civilian mission personnel, the focus will be on predeployment training and mission induction training for staff at all levels, as well as programme-specific activities such as protection of civilians. The provision of peacekeeping-specific training for civilian and uniformed mission leaders will remain a high priority. The key challenges faced by the Division are the wide breadth of policy issues faced by United Nations peace operations and the number of troop-and-police-contributing countries and their varying needs and levels of experience in United Nations-led peace operations.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) All formal and informal reporting requested by the Special Committee on Peacekeeping Operations is provided (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) The report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations includes an overview on all key policy matters related to peacekeeping operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Enabling or support capacities for the early deployment of a new or significantly adjusting peacekeeping operation are in place	Target	1	1	1	1
		Estimate		1	1	1
		Actual			0	0
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of new or revised training standards are available to all troop-and-police-contributing countries and peacekeeping operations within 30 days from approval (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) All new or revised official peacekeeping guidance documents are available to all staff in peacekeeping operations on the peace operations intranet policy and practice database (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

118. The Division is expected to achieve its objective and expected accomplishments, on the assumption that Member States will provide the necessary support to implement the activities related to training and policy development and that external factors, such as crises in field missions and unforeseen needs created by new emerging threats, will not require a reallocation of resources to meet those needs.

Outputs

119. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Substantive servicing of meetings	
1. Meetings of the Special Committee on Peacekeeping Operations and Decolonization Committee (Fourth Committee)	1
2. Informal briefings to the Special Committee on Peacekeeping Operations	2
Parliamentary documentation	
3. Report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations	1
Other services	
4. Briefings to Member States on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations	7
5. Briefings to the Special Committee on Peacekeeping Operations on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations	10
6. Briefings to the Special Committee on Peacekeeping Operations on women and peace and security[a]	1
7. Briefings to the Security Council and/or the Security Council Working Group on Peacekeeping Operations on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations	4
8. Bilateral briefings to Member States, on peacekeeping partnerships and related issues	8
9. Bilateral briefings to Member States on women and peace and security[a]	1
10. Opening statements by the Under-Secretary-General for Peacekeeping Operations and the Under-Secretary-General for Field Support during debates of the Fourth Committee and the Special Committee on Peacekeeping Operations	4
11. Training-of-trainers courses for 48 peacekeeping training personnel from Member States	2
12. Mobile training teams to provide training support for peacekeeping training institutes in Member States and peacekeeping training experts	6
13. Training recognition services for Member States related to predeployment training on preparation of its uniformed personnel for United Nations peacekeeping operations	8
14. Development of United Nations peacekeeping training standards	2
15. Visits to support to Member States in the design and delivery of exercises to strengthen troop-and police-contributing countries performance in peacekeeping	5
16. Predeployment courses for 216 civilian peacekeeping personnel	18
17. Workshop for personnel serving in integrated mission training centres in peacekeeping operations	1
18. Training-of-trainers for field mission training personnel in substantive peacekeeping priorities, e-learning design and skills' enhancement, and the conduct of training enhancement visits for field missions	5
19. Training needs assessment to meet emerging priority needs	1

Outputs	*Quantity*
20. Guidance document and/or standard on training development, design, delivery and evaluation	1
21. United Nations senior mission leaders course for 26 civilian and uniformed peacekeeping personnel	1
22. Senior leadership programmes for 26 newly appointed senior leaders in the field missions	2
23. Organization and delivery of senior mission administration and resource training programme for 32 field mission managers	1
24. Mission advanced staff training programme for 16 senior mission support and substantive staff	1
25. Intensive orientation courses for the heads of military components	2
26. Support for Member States in establishment of peacekeeping training institutions and design and delivery of mission-specific training for uniformed personnel	10
Other substantive activities	
Technical material	
27. Technical guidance material developed on cross-cutting peacekeeping issues such as protection of civilians and child protection	1
28. Technical guidance material developed on women, peace and security[a]	1
29. Field-based technical reports related to implementation of guidance and lessons learned by peacekeeping operations, including with respect to civil affairs, protection of civilians and child protection	6
30. Field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations on women and peace and security[a]	1
31. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on cross-cutting peacekeeping issues	2
32. Workshops for mission thematic advisers and focal points for knowledge-sharing and training on women and peace and security[a]	1
33. E-newsletters to peacekeeping operations on new knowledge management reports	12
34. Discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping missions	6
35. Reports on lessons learned across peacekeeping missions on policy, reform and operational issues, in line with departmental priorities	6
36. Trend analysis reports of knowledge management products (end-of-assignment reports and after-action reviews)	2
37. Workshops organized to roll out the new gender policy and women, peace and security indicators for all peacekeeping personnel[a]	4
International cooperation and inter-agency coordination and liaison	
Other services	
38. Presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping operations	5
39. Presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on women, peace and security[a]	1
40. Briefings to international financial institutions, international and regional organizations and NGOs on peacekeeping partnerships and related issues	7
41. Joint initiative to be undertaken with the World Bank or another financial institution in a peacekeeping operation	1
42. Evaluation reports consisting of 3 mission-focused evaluations and 1 thematic evaluation	4
Technical cooperation	
43. Workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues related to peace operations	3

Outputs	*Quantity*
44. Workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on women and peace and security[a]	1
45. Updated reports on capability requirements for United Nations peacekeeping operations	4
46. Regional arrangement/organization capability registered in the Peacekeeping Capability Readiness System	1

[a] Output to be transferred to the Office of the Under-Secretary-General for Peace Operations as of 1 January 2019.

(b) Human resources requirements

Posts		*Professional category and above*							*General Service and related categories*					
		D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Total Policy, Evaluation and Training Division	Approved 2017/18	1	2	7	25	17	1	**53**	–	14	–	2	**16**	**69**
	Proposed 2018/19 as of 1 July 2018	1	2	7	24	17	1	**52**	–	14	–	2	**16**	**68**
	Proposed 2018/19 as of 1 January 2019	1	2	6	20	13	–	**42**	–	12	–	2	**14**	**56**
	Final net change	–	–	**(1)**	**(5)**	**(4)**	**(1)**	**(11)**	–	**(2)**	–	–	**(2)**	**(13)**

6. Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*[a]	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	81 390.5	80 189.4	76 940.4	(3 249.0)	(4.1)
II. Non-post resources					
GTA	1 728.1	1 064.0	1 053.6	(10.4)	(1.0)
Consultants and consulting services	327.8	283.2	235.6	(47.6)	(16.8)
Official travel	3 458.5	3 623.4	3 590.2	(33.2)	(0.9)
Facilities and infrastructure	167.8	160.4	136.4	(24.0)	(15.0)
Ground transportation	1.0	–	4.2	4.2	–
Communications and information technology[b]	9 606.5	2 908.4	2 752.1	(156.3)	(5.4)
Other supplies, services and equipment	563.7	561.1	781.4	220.3	39.3
Subtotal, II	**15 853.4**	**8 600.5**	**8 553.5**	**(47.0)**	**(0.5)**
Total, I and II	**97 243.9**	**88 789.9**	**85 493.9**	**(3 296.0)**	**(3.7)**
Peacekeeping capability readiness	–	–	3 881.6	3 881.6	
Grand total	**97 243.9**	**88 789.9**	**89 375.5**	**585.6**	**0.7**

[a] Including costs centrally administered by the Executive Office of DPKO and DFS.

[b] Expenditures for DPKO and DFS are centrally administered by the Executive Office.

(a) Analysis of financial resource requirements[1]

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Post resources					
Office of the Under-Secretary-General	12 088.9	12 178.1	12 458.2	280.1	2.3
Office of Operations	12 162.6	12 966.7	11 865.8	(1 100.9)	(8.5)
Office of Military Affairs	26 922.2	24 347.4	23 476.8	(870.6)	(3.6)
Office of Rule of Law and Security Institutions	18 666.3	18 829.5	18 532.0	(297.5)	(1.6)
Policy, Evaluation and Training Division	11 550.5	11 867.7	10 607.6	(1 260.1)	(10.6)
Total	**81 390.5**	**80 189.4**	**76 940.4**	**(3 249.0)**	**(4.1)**

120. The provision would cover the salaries, common staff costs and staff assessments for the 446 posts. The decreased requirements are attributable to (a) the proposed abolishment of 9 posts, (b) the updated standard salary costs offset in part by (c) the higher estimation for common staff costs, and (d) the proposed establishment of 1 General Service post.

GTA

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	656.4	369.2	359.2	(10.0)	(2.7)
Office of Operations	272.9	–	–	–	–
Office of Military Affairs	–	–	–	–	–
Office of Rule of Law and Security Institutions	798.8	694.8	694.4	(0.4)	(0.1)
Policy, Evaluation and Training Division	–	–	–	–	–
Total	**1 728.1**	**1 064.0**	**1 053.6**	**(10.4)**	**(1.0)**

121. The provision would cover the salaries, common staff costs and staff assessments for 6 GTA positions and the replacement of staff on maternity or sick leave (5 person-months for staff in the Professional category and 2 person-months for staff in the General Service category). The reduced requirements are attributable to (a) the application of higher vacancy factors and (b) the updated standard salary costs offset in part by (c) the higher estimation for common staff costs.

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[1] Resource variance amounts expressed in thousands of United States dollars; analysis provided for variances greater than plus or minus 10 per cent or $50,000.

Consultants and consulting services

Category	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	2.3	–	–	–	–
Office of Operations	–	–	–	–	–
Office of Military Affairs	–	–	–	–	–
Office of Rule of Law and Security Institutions	–	–	–	–	–
Policy, Evaluation and Training Division	325.5	283.2	235.6	(47.6)	(16.8)
Total	**327.8**	**283.2**	**235.6**	**(47.6)**	**(16.8)**

122. The consultancy requirements are set out below.

123. The amount of $211,600 is proposed for the engagement of consultants with technical expertise to develop and deliver training for (a) DPKO ($32,200), (b) DFS ($54,500) and (c) Member States and field operations ($124,900) on general topics such as management, leadership, supervision and integrity awareness within the context of peacekeeping operations.

124. The amount of $23,900 would cover external consultants to function as facilitators at DPKO/DFS biannual conferences.

125. The decreased requirement is attributable to a reduction in the number of conferences facilitated and a decreased requirement for the mission advanced staff training programme developed in the 2016/17 period.

Official travel

Category	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	402.3	500.2	469.5	(30.7)	(6.1)
Office of Operations	664.5	579.1	574.4	(4.7)	(0.8)
Office of Military Affairs	398.1	492.5	495.2	2.7	0.5
Office of Rule of Law and Security Institutions	679.5	591.5	571.6	(19.9)	(3.4)
Policy, Evaluation and Training Division	1 313.9	1 460.1	1 479.5	19.4	1.3
Total	**3 458.5**	**3 623.4**	**3 590.2**	**(33.2)**	**(0.9)**

126. An amount of $2,364,600 is proposed for travel to undertake visits to peacekeeping missions and troop-and-police-contributing countries to implement the mandated activities of the Department.

127. The amount of $1,225,600 is proposed for travel to undertake the following training activities: a staff exchange programme with the African Union for the knowledge and expertise exchange programme; DPKO training; DFS training; facilitating training courses and developing standardized training materials for Member States and field operations; and facilitating DPKO and DFS biannual conferences. The training activities would include training-of-trainers courses for peacekeeping trainers from Member States, senior leadership courses, management

and administration courses, support for predeployment peacekeeping training exercises organized by Member States for military and police personnel and training recognition processes to provide support for peacekeeping training courses conducted by Member States and international organizations. The planned activities would enhance mission readiness by improving staff skills in the areas of training, evaluation, mission exercise processes, mission management and leadership, and codes of conduct. This would involve providing support for United Nations civilian predeployment training courses for civilian field personnel, training activities for integrated mission training centres, mission training evaluations, senior leadership induction programme courses and training support.

Facilities and infrastructure

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	119.1	143.6	115.4	(28.2)	(19.6)
Office of Operations	–	–	–	–	–
Office of Military Affairs	–	–	–	–	–
Office of Rule of Law and Security Institutions	–	–	–	–	–
Policy, Evaluation and Training Division	48.7	16.8	21.0	4.2	25.0
Total	**167.8**	**160.4**	**136.4**	**(24.0)**	**(15.0)**

128. The amount of $136,400 is proposed to provide for charges for office supplies centrally administered by the Executive Office on behalf of both DPKO and DFS ($54,000) and the rental of premises under a service agreement for the Partnership Team of the Policy, Evaluation and Training Division for the office space of the United Nations Liaison Office for Peace and Security located in Brussels ($82,400).

129. The decreased requirement is attributable mainly to the realignment of the rental cost of multifunctional network printers from the facilities and infrastructure class of expenditures to the communications and information technology class of expenditures.

Ground transportation

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	–	–	–	–	–
Office of Operations	–	–	–	–	–
Office of Military Affairs	–	–	–	–	–
Office of Rule of Law and Security Institutions	–	–	–	–	–
Policy, Evaluation and Training Division	1.0	–	4.2	4.2	–
Total	**1.0**	–	**4.2**	**4.2**	–

130. The provision of $4,200 is proposed for cost recovery by MONUSCO related to usage of vehicles to support 18 security convoy exercises in Entebbe, Uganda.

Communications and information technology

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Office of the Under-Secretary-General	9 452.8	2 752.8	2 597.1	(155.7)	(5.7)
Office of Operations	—	—	—	—	—
Office of Military Affairs	—	—	—	—	—
Office of Rule of Law and Security Institutions	—	21.2	20.0	(1.2)	(5.7)
Policy, Evaluation and Training Division	153.7	134.4	135.0	0.6	0.4
Total	**9 606.5**	**2 908.4**	**2 752.1**	**(156.3)**	**(5.4)**

131. The amount of $1,310,800 is proposed to provide for charges centrally administered by the Executive Office on behalf of both DPKO and DFS for commercial communications services associated with mobile devices; desktop phones, estimated on the basis of standard rates derived from past expenditure trends and planned usage; and subscriptions to various magazines, books, journals and periodicals and for online advertising in respect of external recruitment. The amounts of $20, 000 and $135, 000 in the Office of Rule of Law and Security Institutions and the Policy, Evaluation and Training Division, respectively, relate to public information services for the translation and printing of guidance and best practice documents, including policies, standard operating procedures, guidelines, manuals, after-action reviews, studies on lessons learned, peacekeeping practice notes, training materials and web services.

132. The amount of $1,286,300 is proposed to provide for charges centrally administered by the Executive Office on behalf of both DPKO and DFS for the maintenance and repair of IT equipment based on the standard service-level agreement established by OICT; the acquisition of standard equipment, including new and replacement desktop and laptop computers, for both DPKO and DFS; the DPKO and DFS support account share of IT infrastructure costs at Headquarters, as derived from past expenditure patterns; and the replacement of IT equipment for DPKO and DFS staff based on the number of staff and the acquisition of 103 desktop computers with monitors to replace obsolete equipment, for which support is no longer provided owing to obsolescence.

133. The decreased requirements are attributable primarily to the provisions for standard costs for DOS being separated for the second half of the 2018/19 period ($414,800). The resource requirements also include the realignment of rental cost of multifunctional network printers from the facilities and infrastructure class of expenditures to communications and information technology class of expenditures.

Other supplies, services and equipment

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Office of the Under-Secretary-General	195.6	33.8	193.2	159.4	471.6
Office of Operations	—	—	—	—	—
Office of Military Affairs	26.3	—	—	—	—

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of Rule of Law and Security Institutions	–	–	–	–	–
Policy, Evaluation and Training Division	341.8	527.3	588.2	60.9	11.5
Total	**563.7**	**561.1**	**781.4**	**220.3**	**39.3**

134. The amount of $588,200 is proposed mainly for training fees to implement mandated activities of the Department. In addition, the provisions amounting to $193,200 include the DPKO/DFS share of the programme criticality framework; pouch/postal services costs derived from past expenditure patterns; other hospitality costs for meetings planning and special events and common services costs under a service agreement for the Partnership Team of the United Nations Liaison Office for Peace and Security located in Brussels.

135. The additional requirements are attributable primarily to the DPKO/DFS share of the programme criticality framework, other freight and related costs for pouch/postal services and the prorated share of the costs for the senior mission administration and resource training programme.

B. United Nations Office to the African Union

136. The mandate of UNOAU was established by the General Assembly in its resolution 64/288. In its resolutions 2033 (2012), 2167 (2014) and 2320 (2016), the Security Council called upon the United Nations to strengthen the cooperation between the United Nations and the African Union, including in the areas of mediation, capacity-building and in particular in operationalizing the African Peace and Security Architecture.

137. In its resolution 71/270, the General Assembly approved the restructuring of UNOAU, as of 1 January 2017, to strengthen strategic coherence between the United Nations and the African Union as well as the regional economic communities and regional mechanisms throughout the conflict cycle. As a result, the Office has improved its integrated political affairs and institutional and operational partnership pillars, enhancing the partnership between the United Nations and the African Union.

(a) Results-based-budgeting framework

138. The proposal for the 2018/19 period takes into account the immediate responsibilities required to support the implementation of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security, signed on 19 April 2017. The Framework identifies four key areas for strengthening the partnership: (a) preventing conflict and sustaining peace, including conflict prevention, good offices and mediation, and cooperation on electoral matters, governance and human rights; (b) responding to conflict, including by strengthening efforts to coordinate engagement in a mutually supportive manner across the range of possible responses from mediation and conflict management to peace operations and peacebuilding; (c) addressing root causes by strengthening the capacity of national institutions to address the root causes of conflict in all its forms without recourse to arms and violent confrontation; and (d) continuous partnership review and enhancement in order to implement, review and continuously update aspects of the United Nations-African Union partnership. UNOAU also continues to provide

practical support to the enhancement of partnership between the United Nations and the African Union, including between the United Nations Security Council and the African Union Peace and Security Council, and at various levels between the United Nations Secretariat and the African Union Commission. In Somalia, UNOAU has provided substantive and logistical support to the work of the United Nations Secretariat and the African Union Commission, led by the United Nations Special Envoy and the African Union Special Envoy, in addressing the issue of the future financing of AMISOM.

139. In its resolution 2320 (2016), the Security Council recognized that further realignment of UNOAU might be necessary as a result of the assessment of the structure and capacity of UNOAU to meet the growing demands of the partnership. This assessment is expected to commence in 2018.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Increased harmonization of approaches between the United Nations and the African Union on key United Nations-African peace and security issues in Africa (number of code cables)	Target	40	40	40	N/A
		Estimate		40	40	35
		Actual			40	35
	(ii) Consultative mechanisms are in place at separate levels between the United Nations/United Nations Security Council and the African Union Commission/African Union Peace and Security Council (number of mechanisms)	Target	7	6	6	4
		Estimate		6	5	4
		Actual			5	4
	(iii) Coordination mechanisms are implemented with 2 key groups, United Nations agencies and African Union partners, to ensure coordination and coherence of operational and capacity-building support to the African Union in peacekeeping-related areas (number of mechanisms)	Target	2	2	2	2
		Estimate		2	2	2
		Actual			2	2
	(iv) Implementation of the agreed targets for the reporting year of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) 5 pillars of the African Peace and Security Architecture continue to be operational, including in respect of addressing capacity-building needs	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5
	(ii) Implementation of the operationalization of the African Standby Force activities in accordance with the five-year Maputo strategic workplan (2016–2020) (percentage)	Target	100	100	100	100
		Estimate		40	100	80
		Actual			100	100

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018/19	*2017/18*	*2016/17*	*2015/16*
	(iii) All ongoing African Union peace operations are fully operational and transitioned within their authorized mandates (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			66	100
	(iv) African Union and AMISOM develop and implement revised concepts of operations and operational plans for capabilities within the envisaged mandate (number of concepts of operations)	Target	1	1	1	1
		Estimate		1	1	1
		Actual			1	1

External factors

140. The African Union will remain committed to its strategic partnership with the United Nations; donors will provide funding to the African Union to support the implementation of the African Peace and Security Architecture; and the African Union Commission will have adequate funding and resources to undertake the above-mentioned activities.

Outputs

141. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
Security Council	
Substantive servicing of meetings	
1. Annual joint consultative meeting of the United Nations Security Council and the African Union Peace and Security Council	1
Parliamentary documentation	
Report of the Secretary-General	
2. Somalia, Lake Chad Basin countries area	3
Other substantive activities	
Good offices, fact-finding and other special missions	
3. Regional African Standby Force capabilities assessed	5
Technical material	
4. Annual reports on the achievements of the pillars of the African Peace and Security Architecture	4
5. Submission of inputs to reports of the Secretary-General on issues related to peace and security	5
6. Policies or guidelines produced in support of African Union peace and security capabilities in areas such as joint operations centres, joint logistics operations centres, joint mission analysis centres and contingent-owned equipment	9
7. Monthly reports on cooperation in peace operations between the United Nations and the African Union	12
8. Weekly reports on developments in peace operations of the African Union	52
9. Code cables/briefing notes on African Union summits, African Union Peace and Security Council meetings, and other high-level meetings focusing on peace and security issues in Africa, including analytical cables on strategic peace operations	40
10. Informational publications to inform a broad public audience of United Nations-African Union activities of the Office in support of the African Union	4
11. Press attaches for meetings with the African Union and Member States	1

Outputs	*Quantity*
Meetings	
12. Meetings of African Union Partners Group	10
13. Regional Coordination Mechanism cluster meetings	2
International cooperation and inter-agency coordination and liaison	
Other services	
14. Secretary-General and Deputy Secretary-General each participate in 1 African Union Summit	2
15. Meetings of United Nations-African Union Joint Task Force on Peace and Security	2
16. Annual African Union-United Nations conference with African Union Commission Chairperson and United Nations Secretary-General	1
17. Presentations to African Union Peace and Security Council on peace and security issues	18
18. Meetings between desk officers of Secretariat and African Union Commission	1
19. Joint meeting to review progress in the implementation of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security	1

(b) Human resources requirements

		Professional category and above								*General Service and related categories*					
Posts		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*NPO*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Total UNOAU	Approved 2017/18	–	2	2	20	3	–	1	**28**	–	–	8	14	**22**	**50**
	Proposed 2018/19	–	2	2	20	3	–	1	**28**	–	–	8	14	**22**	**50**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of posts

Transfer of the Administrative Support Section from the Office of the Chief of Staff to the Office of the Special Representative for the Secretary-General

142. It is proposed to transfer the Administrative Support Section, consisting of 20 posts (1 P-4, 2 P-3, 7 FS and 10 NGS) from the Office of the Chief of Staff to the Office of the Special Representative for the Secretary-General.

143. The change in reporting lines of the Section was instituted by DFS to rationalize the process in line with its policy. This is premised on the functions of the head of administration, which stem from delegations of authority from DM or through the Under-Secretary-General for Field Support entailing performance of significant responsibilities and accountability which is also shared by the head of Office responsible for mandated activities. The streamlining of this reporting line enables the head of Office and Under-Secretary-General of DFS to directly oversee the management of resources and performance of the head of this Section, as is the case in other DFS-managed offices and missions.

(d) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	5 826.2	6 354.9	5 991.5	(363.4)	(5.7)
II. Non-post resources					
GTA	109.6	48.7	46.9	(1.8)	(3.7)
Official travel	267.0	251.9	251.9	–	–
Facilities and infrastructure	32.6	252.8	428.1	175.3	69.3
Ground transportation	82.5	55.3	54.2	(1.1)	(2.0)
Communications and information technology	421.4	601.4	603.5	2.1	0.3
Medical	18.6	27.0	25.0	(2.0)	(7.4)
Other supplies, services and equipment	27.8	49.0	50.0	1.0	2.0
Subtotal, II	**959.5**	**1 286.1**	**1 459.6**	**173.5**	**13.5**
Total	**6 785.7**	**7 641.0**	**7 451.1**	**(189.9)**	**(2.5)**

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$5 991.5	($363.4)	(5.7%)

144. The provision would cover the salaries, common staff costs and staff assessments for the 50 posts. The decreased requirements are attributable mainly to the adjustments to the standard salary scale in Addis Ababa.

	Cost estimates	Variance	
GTA	$46.9	($1.8)	(3.7%)

145. The provision would cover the salaries, common staff costs and staff assessments for the replacement of staff on maternity or sick leave (3 person-months for the Professional category and 3 person-months for the national General Service category). The decreased requirements are attributable mainly to the adjustments to the standard salary scale in Addis Ababa.

	Cost estimates	Variance	
Official travel	$251.9	–	–

146. The amount of $166,900 is proposed for discussions on various aspects of peacekeeping, field support and political matters, including African Union peacekeeping missions; meetings with the African Union to discuss cooperation in support of AMISOM, UNSOM and UNSOS; joint assessment missions with the African Union for enhanced strategic coherence on emerging and ongoing conflicts; participating in planning meetings of technical missions of the African Union/regional economic community/regional mechanism in support of peacekeeping operations; providing technical support for African Union strategies, policies and

guidelines in support of capacity-building in the area of public information; and seminars and workshops in the areas of DDR, security sector reform and counter-terrorism.

147. The amount of $85,000 is proposed for travel to attend training courses and workshops to enable staff members to develop substantive knowledge and skills in the areas of conflict prevention, ICT, dialogue and mediation, administrative and logistical support and planning and management, and to provide training to the African Union.

	Cost estimates	*Variance*	
Facilities and infrastructure	$428.1	$175.3	69.3%

148. An amount of $428,100 is proposed to provide for cost-sharing of facility costs for the space occupied by UNOAU on the premises of ECA; the payment for the security services; stationery and office supplies; the acquisition of office furniture; and acquisition of safety and security equipment.

149. The increased requirements are attributable mainly to the revision of the prorated share of facility costs for the space occupied by UNOAU on the premises of ECA.

	Cost estimates	*Variance*	
Ground transportation	$54.2	($1.1)	(2.0%)

150. The provision of $54,200 is proposed to provide for repairs and maintenance, petrol, oil and lubricants, spare parts and liability insurance associated with a fleet of 17 vehicles.

	Cost estimates	*Variance*	
Communications and information technology	$603.5	$2.1	0.3%

151. An amount of $390,300 is proposed for the acquisition of communications equipment, services to cover the Information and Communications Technology Division/DFS centralized services, charges for a satellite transponder and VTC services, satellite communication and radio licence fees levied by the Government of Ethiopia, Internet bandwidth and IP desk-telephone services based on co-location of UNOAU with ECA, mobile phone service, printing and production services and subscriptions.

152. An amount of $213,200 is proposed for the acquisition and replacement of IT equipment, spare parts and supplies, software licences and fees and requirements for the Office's support account share of maintenance and repair of IT equipment and IT infrastructure costs.

	Cost estimates	*Variance*	
Medical	$25.0	($2.0)	(7.4%)

153. The provision of $25,000 is proposed for the Office's contribution to the United Nations Health Care Centre at a rate of $500 per staff member, established by the Centre's Executive Committee on the basis of past expenditure trends.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$50.0	$1.0	2.0%

154. The amount of $50,000 is proposed to provide for (a) fees for training courses related to management and organizational development, IT and the implementation of Umoja and to strengthen UNOAU support for the increasing counter-terrorism focus of the African Union, (b) freight and related costs, (c) hospitality and (d) provision for the hiring of 2 local contractors for physical verification of UNOAU assets for 6 months.

C. Department of Field Support

155. In the 2017/18 period, DFS worked to align its efforts and ongoing initiatives with the vision of the Secretary-General for a United Nations that is nimble, effective and efficient in order to provide flexible and pragmatic solutions in a transparent and accountable manner. In the 2018/19 period, the Department will focus its efforts on continued implementation of field support performance management, SCM, environmental management, conduct and discipline, technology and innovation, aviation cost reduction and the Secretary-General's reform initiatives.

156. DFS will continue to develop its mechanisms for measuring client satisfaction and enhancing performance measurement. The core performance framework for field support that was developed in 2017 will be refined, using a common set of performance indicators in the results-based-budgeting frameworks for the 2018/19 period to continue to cultivate a shared understanding of what it means to perform well in field support, highlighting progress, gaps and challenges in missions for staff, clients and stakeholders.

157. DFS will continue to implement its SCM strategy to combine end-to-end processes with increased visibility to better synchronize efforts by planners, suppliers and distributors of goods and services for field missions. The deployment in the 2017/18 period of UE2-SCM phase 1 was a necessary step to embark on the subsequent phases of UE2, which will enable more sophisticated demand planning, supply network planning and management of delivery components for supply chains in peacekeeping missions.

158. The Department has been implementing the six-year environmental management strategy launched in November 2016, which focuses on the following five pillars: energy, water and wastewater, waste, the wider impact and the establishment of an environmental management system. A new scorecard is being launched which will help to monitor and manage mission support performance against environmental standards.

159. In the area of conduct and discipline, the Department will continue to develop and implement new measures for the prevention of, protection from and response to sexual exploitation and abuse and other misconduct, by means of increasingly robust reporting tools as well as training and other preventive measures.

160. DFS will continue to develop innovative techniques to provide strategic field-focused technology. The Department will also continue to assist missions in implementing the Secretary-General's decision to seek reductions in aviation expenditures of 15 per cent, and will help to implement the Secretary-General's ongoing reform efforts in the areas of gender, management and peace and security, among others.

161. In his report on shifting the management paradigm in the United Nations (A/72/492/Add.2), the Secretary-General proposes to reorganize DFS and DM into DOS and DMSPC. If approved by the General Assembly, DOS and DMSPC would be established on 1 January 2019; full details are provided in the above-mentioned report, while related implications for the results-based-budgeting framework, posts and budget provisions for the portions related to support account-funded requirements for the period 1 January to 30 June 2019 are covered in sections III.E and III.F below.

(a) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Principal level*	*Other level*	*Field Service*	*National GS staff*	**Subtotal**	**Total**
Office of the Under-Secretary-General	Approved 2017/18	–	3	17	19	11	1	**51**	1	19	–	–	**20**	71
	Proposed 2018/19	–	3	17	19	11	1	**51**	1	19	–	–	**20**	71
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Field Budget and Finance Division	Approved 2017/18	1	1	4	16	22	1	**45**	4	26	–	–	**30**	75
	Proposed 2018/19	1	1	4	16	21	1	**44**	4	25	–	–	**29**	73
	Net change	–	–	–	–	**(1)**	–	**(1)**	–	**(1)**	–	–	**(1)**	**(2)**
Field Personnel Division	Approved 2017/18	1	2	7	11	34	2	**57**	8	56	–	–	**64**	121
	Proposed 2018/19	1	2	7	11	34	2	**57**	8	56	–	–	**64**	121
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Logistics Support Division	Approved 2017/18	–	3	7	33	45	–	**88**	2	31	–	–	**33**	121
	Proposed 2018/19	–	3	7	33	45	–	**88**	2	31	–	–	**33**	121
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Information and Communications Technology Division	Approved 2017/18	1	1	2	10	7	–	**21**	3	8	–	–	**11**	32
	Proposed 2018/19	1	1	2	10	7	–	**21**	3	8	–	–	**11**	32
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total DFS	Approved 2017/18	3	10	37	89	119	4	**262**	18	140	–	–	**158**	**420**
	Proposed 2018/19	3	10	37	89	118	4	**261**	18	139	–	–	**157**	**418**
	Net change	–	–	–	–	**(1)**	–	**(1)**	–	**(1)**	–	–	**(1)**	**(2)**

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	11 680.2	13 039.9	6 440.5	(6 599.4)	(50.6)
Field Budget and Finance Division	11 654.2	12 202.4	5 657.1	(6 545.3)	(53.6)
Field Personnel Division	18 387.9	17 247.6	8 422.9	(8 824.7)	(51.2)
Logistics Support Division	22 160.7	20 716.8	10 548.4	(10 168.4)	(49.1)

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Information and Communications Technology Division	5 884.1	10 635.4	5 369.1	(5 266.3)	(49.5)
Subtotal	**69 767.1**	**73 842.1**	**36 438.0**	**(37 404.1)**	**(50.7)**
Global shared service centres[a]			9 905.9	9 905.9	
Peacekeeping cross-cutting	—	–	10 635.4	10 635.4	–
Total	**69 767.1**	**73 842.1**	**56 979.3**	**(16 862.8)**	**(22.8)**

[a] The amount of $9.9 million for global shared service centres is shown under DFS as this responsibility will be transferred from DM to DOS as of 1 January 2019.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

162. The Office comprises the front office, the Office of the Assistant Secretary-General, the Senior Leadership Appointments Section, the Programme Implementation Coordination Team, the support officers in integrated operational teams, the Conduct and Discipline Unit, the Audit Response and Boards of Inquiry Section, the Field Procurement Liaison Team, the Strategic Support Team, the Operational Support Team, the United Nations Support Office for Somalia (UNSOS) Support Team and the Environment Section.

163. The Office includes capacities to (a) ensure rapid, effective, efficient and responsible service delivery across the mission portfolio; (b) supervise the Department's four functional divisions, UNLB at its two locations in Brindisi, Italy, and in Valencia, Spain, and RSCE; (c) carry out internal, interdepartmental and external consultation and coordination as required by ongoing and anticipated United Nations field operations; (d) ensure delivery of integrated support to DPKO-led operations through the assignment of specialist support officers to integrated operations teams in DPKO and dedicated support to the DFS-led UNSOS; (e) manage the selection to senior leadership positions in field missions; (f) support the senior leadership of field missions in the exercise of their core responsibilities and accountability for the conduct and discipline of personnel; (g) monitor the operational and compliance risks associated with the delegation of human, financial, information and communication technology, and physical resource management authority; (h) strengthen the environmental performance of field missions; (i) ensure the implementation of the recommendations of audits and boards of inquiry; and (j) manage the delegation of procurement authority in the field. In addition, the Office will be implementing a comprehensive programme of action to combat sexual exploitation and abuse.

164. The Office will continue to provide strategic direction, change management support, reporting capabilities and performance oversight to drive continuous improvement in business processes, systems and techniques for the delivery of reliable, consistent and sustainable field support results globally; and to ensure that the Department is adequately configured to respond to field support needs and priorities.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) All planned briefings and presentations to the General Assembly, legislative bodies, Security Council, regional organizations and other stakeholders are delivered (number of briefings)	Target	70	145	136	142
		Estimate		145	136	142
		Actual			136	142
	(ii) All reports of the Secretary-General to the Security Council on peacekeeping operations address conduct and discipline, as appropriate (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iii) All critical recommendations of OIOS on peacekeeping operations are implemented within target dates (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) All new and expanded peacekeeping operations have mission support concepts (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			100	N/A
	(ii) Advanced teams are deployed rapidly to all newly established missions to support meeting target dates for initial operating capacity and full operating capacity (percentage)	Target	100	100	100	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt, for entry in the misconduct tracking system (percentage)	Target	100	100	100	100
		Estimate		100	83	82
		Actual			83	82
	(ii) All peacekeeping operations implement DFS environmental performance and risk management system (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(iii) All incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to attention of relevant stakeholders through boards of inquiry tracking system (number of days)	Target	10	10	10	10
		Estimate		10	10	10
		Actual			10	10

Note: Performance measures for the period 1 July to 31 December 2018 have been computed based on most recent actual measures, when feasible, to illustrate the contribution of the Department to the indicators during the first six months of the 2018/19 period.

External factors

165. Member States provide support to enable the delivery of support services in line with agreed mandates, MOUs and approved plans; demand for support services will not exceed projections, for example owing to unforeseen events or policy changes; Member States provide support to United Nations reform initiatives; troop-and-police-contributing countries provide support for the prevention and processing of misconduct cases; investigation reports from external entities are received in a timely manner.

Outputs

166. During the period 1 July to 31 December 2018, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
Substantive servicing of meetings	
1. Briefings to General Assembly and its subsidiary legislative bodies, Security Council and regional organizations on field support priorities, operations and performance	48
Other services	
2. Briefings to Member States on field support priorities, operations and performance	8
3. Visits to Member States to discuss field support priorities, operations and performance	2
4. Fact sheets or issue briefs on DFS strategic direction, priorities and performance	5
5. Presentations on field support priorities, operations and performance at conferences, seminars and other public forums	5
6. Briefings to Member States and AMISOM troop-and-police-contributing countries on key operational issues related to UNSOS	2
7. Briefings to Member States and non-governmental organizations on comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	12
Administrative support services	
Overall management	
8. Situational awareness and high-level planning reports on emerging requirements and operations	2
9. Mission support concepts developed and updated to reflect new or changing operational environments	2
10. Consultations with heads of mission on support priorities, operations and performance related to mandate implementation	30
11. Consultations with directors and chiefs of mission support to review and support their performance	25
12. Field visits to provide direction to mission leadership on support priorities, operations and performance related to mandate implementation	4
13. Reviews of field support performance and priorities with senior DFS management	15
14. Meetings of DFS Client Advisory Board, consisting of representative of force commanders, police commissioners and civilian chiefs of staff in peace operations and Headquarters departments	1
15. Harmonize performance framework, including indicators and outputs, maintained across peacekeeping missions	1
16. Maintain reporting platform, including various data sources and systems, supporting performance oversight and decision-making	1
17. Global client survey to measure satisfaction with support services across peacekeeping missions	1
18. Workshop with mission support leadership on field support priorities, operations and performance	1
19. Baseline indicators established in UNSOS to benchmark and monitor performance for enhanced oversight	5
20. Maintain website on DFS strategic direction, priorities, operations and performance	1
Oversight response	
21. Consolidating responses to reports of United Nations oversight bodies	25
22. Consolidating reports drafted on status of implementation of recommendations made by United Nations oversight bodies	40
23. United Nations Headquarters boards of inquiry convened to address serious incidents in the field	2
24. Strategic risk management guidance (code cables) provided to field operations, based on review of risk management processes and capacities of missions	1
25. Oversight recommendations recorded in dedicated tracking systems and followed up	625

Outputs	Quantity
26. Board of inquiry recommendations recorded in dedicated tracking systems and followed up	180
27. Operational reviews of board of inquiry procedures at missions	1
28. Reports issued by United Nations oversight bodies registered and uploaded into dedicated repositories	60
Conduct and discipline	
29. Field visits to provide technical assistance and advice to senior management and conduct and discipline personnel on implementation of strategy to address sexual exploitation and abuse and other misconduct	1
30. Review investigation reports substantiating allegations of misconduct and related matters referred for appropriate disciplinary actions by the United Nations or Member States	75
31. Category I allegations of misconduct recorded and tracked in misconduct tracking system	100
32. Category II allegations of misconduct recorded and tracked in misconduct tracking system	250
33. Staff members and United Nations Volunteers reviewed/screened per month	500
34. Individually deployed police officers or military observers and members of military or police contingents manually reviewed per month before issuance of appointment or deployment to a peacekeeping operation	2 600
Senior appointments	
35. Outreach visits to expand candidate pool for senior mission appointments and meet Organizational objectives for gender and geographical balance[a]	3
36. Candidates sponsored annually to United Nations Resident Coordinator Assessment Centre[a]	2
37. Newly appointed heads and deputy heads of mission provided with leadership support, including opportunities for pairing with leadership partners (former/current mission leaders)[a]	8
Environment	
38. Field visits to provide strategic advice to senior management and mission support personnel on implementation of environmental strategy to mitigate environmental footprint of missions	1
39. Issuance of preliminary score on annual environmental performance to each peacekeeping mission	1
Field procurement liaison	
40. Active delegations managed of procurement authority and authorities to enter into financial agreements with United Nations Office of Project Services managed in the field	250
41. Joint reviews, in coordination with DM, of exercise by missions of delegated procurement authority and of functioning of local committees on contracts	1
Other substantive activities	
Good offices, fact-finding and other special missions	
42. Strategic assessments of mission requirements, set-ups and resourcing	2
43. Lead strategic assessment of UNSOS	1
44. Effective drawdown and transition of peacekeeping operations completed in accordance with Security Council decisions	2
Seminars	
45. Workshop on mission support planning for operations in start-up, transition or drawdown	1
International cooperation and inter-agency coordination and liaison	
46. Meetings of Inter-Agency Task Force on Protection from Sexual Exploitation and Abuse supported	1
47. Field visit to conduct review of United Nations-African Union knowledge and expertise exchange programme	1
48. RSCE Steering Committee meetings conducted and serviced	2

[a] Output to be transferred to DPO as of 1 January 2019.

(b) Human resources requirements

Posts and temporary positions		Professional category and above							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Principal level	Other level	Field Service	National GS staff	**Subtotal**	**Total**
Posts	Approved 2017/18	–	3	17	19	10	1	**50**	1	19	–	–	**20**	**70**
	Proposed 2018/19	–	3	17	19	10	1	**50**	1	19	–	–	**20**	**70**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2017/18	–	–	–	–	1	–	**1**	–	–	–	–	–	**1**
	Proposed 2018/19	–	–	–	–	1	–	**1**	–	–	–	–	–	**1**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Office of the Under-Secretary-General	Approved 2017/18	–	3	17	19	11	1	**51**	1	19	–	–	**20**	**71**
	Proposed 2018/19	–	3	17	19	11	1	**51**	1	19	–	–	**20**	**71**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of GTA positions

Office of the Assistant-Secretary-General

Conduct and Discipline Unit

1 Programme Officer (P-3) (continuation)

167. The Conduct and Discipline Unit has a staffing establishment of 14 posts (1 D-1, 3 P-5, 4 P-4, 2 P-3, 1 P-2 and 3 GS (OL)) and 1 GTA position (P-3) under the support account.

168. The continuation of 1 Programme Officer (P-3) is requested to strengthen and meet the growing requirements of the Conduct and Discipline Unit in terms of work on a core function of conduct and discipline under the prevention aspect of the three-pronged strategy: the vetting of personnel for prior misconduct. The Programme Officer ensures the oversight of and coordinates the implementation of all vetting mechanisms. Furthermore, the Programme Officer conducts strategic analysis of data related to allegations of misconduct, in particular sexual exploitation and abuse, as well as data related to mission performance in the area of conduct and discipline. These are high-priority activities for DPKO and DFS and for Member States, as indicated in relevant committees and consultations over the past year.

169. The number of requests for vetting of personnel against records of misconduct during prior deployments with the United Nations has increased exponentially as vetting has been expanded to cover all personnel from military contingents and formed police units. With vetting of additional uniformed personnel added in May 2016, the monthly numbers of requests relating to vetting of personnel requiring manual review and action by the Conduct and Discipline Unit have substantially increased, with manual vetting of some 500 civilian candidates and approximately 6,000 names per month (3,399 names processed electronically and 2,602 manual verifications) for individually selected police and military personnel, justice and corrections personnel, as well as screening of members of military contingents and formed police units to be deployed in field missions. The increased workload had previously been covered by the Associate Reports Officer (P-2) and extrabudgetary resources which are project-specific and time-bound. The GTA Programme Officer (P-3) has been able to bring integration and oversight to implementation of vetting mechanisms.

170. The Programme Officer (P-3) position also maintains oversight of vetting mechanisms for all categories of United Nations personnel, liaises with field missions and relevant offices at Headquarters to coordinate the implementation of vetting of military contingents and formed police units, and maintains oversight of the performance of the Organization in this regard. The Programme Officer serves as the focal point for the vetting of personnel and the coordination, with various offices across DFS and DPKO, of clearances issued following vetting requests. The Programme Officer also plays an essential role in supporting the development of expanded vetting capabilities between the Secretariat and United Nations agencies, funds and programmes, as well as between the Secretariat and African Union missions supported by the United Nations.

171. The reporting and analysis function is critical to strengthen accountability in the areas of prevention, enforcement and victim assistance and overall handling of all forms of misconduct. In recent years, the function has evolved from simple data-mining and on-demand generation of reports to that of real-time and precise tracking, rapid reporting and strategic analysis that informs the development of policies and decision-making.

2. Field Budget and Finance Division

(a) Results-based-budgeting framework

172. The Field Budget and Finance Division comprises the Office of the Director, the Budget and Performance Reporting Service, the Reimbursement Policy and Liaison Section, and the Memorandum of Understanding and Claims Management Section.

173. In improving efficiency and accountability in field resourcing utilization and stewardship, efforts to ensure that financial resources are closely aligned with both the established and emerging needs of missions, especially changes in mandates, operating conditions and Organizational priorities, are expected to remain a critical task for the Division.

174. The Division will also continue to administer and coordinate, within DFS and subsequently within DPO, procedures and processes related to the COE reimbursement framework. A main priority task for the 2018/19 period will be providing inputs to the development and implementation of a replacement for the obsolete GCMS, which currently supports the calculation of payments in excess of $800 million per year in COE reimbursements.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) COE reimbursement claims assessed and processed on a timely basis at the end of each quarter (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(ii) Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (compliance rate)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018/19	*2017/18*	*2016/17*	*2015/16*
	(iii) Member States given the opportunity to provide input to the General Assembly on the continued update and/or development of the reimbursement framework for troop-and-police- contributing countries (number of intergovernmental meetings)	Target	0	2	1	N/A
		Estimate		2	3	N/A
		Actual			3	N/A
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Budgeted costs for new, expanding or transitioning field operations identified on a timely basis after the adoption of a related Security Council resolution (number of days)	Target	21	21	21	21
		Estimate		21	21	21
		Actual			21	21
	(ii) MOUs for contingents deployed to new or expanding missions finalized on a timely basis after deployment (number of days)	Target	90	90	N/A	N/A
		Estimate		90	180	180
		Actual			180+	180+
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Reduction in the marginal cost of peacekeeping operations (percentage reduction in the average cost per deployed uniformed personnel)	Target	1	1	1	0.3
		Estimate		1	1	0.3
		Actual			1	0.3
	(ii) Death and disability claims processed within 90 days of documentation submission (compliance rate)	Target	95	95	N/A	N/A
		Estimate		75	N/A	N/A
		Actual			N/A	N/A
	(iii) MOUs for contingents deployed to existing missions finalized on a timely basis after deployment (number of days)	Target	90	90	N/A	N/A
		Estimate		90	180	180
		Actual			180+	180+

External factors

175. Dynamic operating environments are subject to evolving security and operational requirements and/or changes to mission mandates; peacekeeping partners will cooperate to ensure the timely completion and implementation of MOUs on the provision of troops and COE; national investigations relating to death and disability claims are completed in a timely manner, including the submission of all necessary supporting medical documentation.

Outputs

176. During the period 1 July to 31 December 2018, the following outputs will be delivered.

Outputs	Quantity
Administrative support services	
Overall management	
1 Quarterly assessment and calculation of COE reimbursement and letter-of-assist entitlements for military and police contingents deployed to field missions (number of payments)	1 300
2 Assessment and processing of death and disability compensation cases for uniformed personnel deployed to field missions (number of claims)	50
3 Quarterly calculation of proportional deductions to personnel reimbursement owing to absent or non-functional major COE contributed to field operations (number of payments)	600
4 MOUs negotiated and signed for military and police contingents newly deployed to field missions (number of amendments to MOUs)	8
5 Amendments to existing MOUs for military and police contingents as a result of changes to operational or technical requirements (number of amendments to MOUs)	75
6 Agreements negotiated and signed for military and police contingents committed to Peacekeeping Capability Readiness System (number of agreements)	5
7 Assessment and calculation of premiums payable for risk or rapid deployment of enabling contingents for military and police contingents deployed to field missions (number of awards)	3
8 Quarterly status reports to troop-and-police-contributing countries on verified status of required COE and status of MOUs and payment of reimbursement of COE (number of reports)	600
9 Cross-cutting assistance to all field operations on formulation of budget proposals, maintenance and preparation of financial accounts and field financial processes based on promulgated strategic guidance and instructions issued by OPPBA, and management of available resources	15
10 Comparative analysis and management reports on major resourcing elements in field operations to improve cost-effectiveness in field resourcing (number of field entities)	15
11 Coordination of guidance on major resourcing priorities for field missions (number of field entities)	15
12 Annual revisions to standard resourcing allocations and prices for implementation in field missions (number of guidance documents)	1
13 Coordination of reviews of major resource elements and projects across field missions (number of reviews)	4
14 Administration of residual matters relating to field missions being liquidated (number of field missions)	2
15 Identification of resource implications for proposal to the Security Council which have significant financial and field support implications (number of proposals)	3
16 Preparation of initial resource plans and cost estimates for implementation of new or expanding field operations mandated by Security Council (number of missions)	1
17 Support for establishment of field financial and budgetary functions for new or restructured field operations (number of missions)	1
18 Completion of field roster exercises for field financial management personnel (number of recruitment exercises)	1
19 Workshops on development of field financial procedures and stewardship capacity (number of workshops)	1
20 Support to transition of field financial functions to financial oversight and partner capacities (number of field entities)	8
International cooperation and inter-agency coordination and liaison	
Other services	
21 Briefings to Member States with regard to reimbursement framework, as well as predeployment visits to troop-and-police-contributing countries	10

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Principal level*	*Other level*	*Field Service*	*National GS staff*	**Subtotal**	**Total**
Posts	Approved 2017/18	1	1	4	16	21	1	**44**	4	25	–		**29**	**73**
	Proposed 2018/19	1	1	4	16	21	1	**44**	4	25	–		**29**	**73**
	Net change	–	–	–	–	–	–	**–**	–	–	–	–	**–**	**–**
Temporary positions	Approved 2017/18	–	–	–	–	1	–	**1**	–	1	–		**1**	**2**
	Proposed 2018/19	–	–	–	–	–	–	**–**	–	–	–		**–**	**–**
	Net change	–	–	–	–	**(1)**	–	**(1)**	–	**(1)**	–	–	**(1)**	**(2)**
Total Field Budget and Finance Division	Approved 2017/18	1	1	4	16	22	1	**45**	4	26	–	–	**30**	**75**
	Proposed 2018/19	1	1	4	16	21	1	**44**	4	25	–		**29**	**73**
	Net change	–	–	–	–	**(1)**	–	**(1)**	–	**(1)**	–	–	**(1)**	**(2)**

(c) Justification of posts

Field Budget and Finance Division

Abolishment of 6 posts (3 P-4, 2 P-3 and 1 P-2)

177. As indicated in the report of the Secretary-General on shifting the management paradigm (A/72/492/Add.2), DFS has identified six peacekeeping missions that would benefit from receiving additional capacity to support new delegations of authority. It is proposed that 6 Professional posts (3 P-4, 2 P-3 and 1 P2) be abolished and the released capacity be established in the identified field missions as of 1 January 2019. This approach would allow the Organization to address in a post-neutral manner the potential capacity gaps resulting from increased responsibility in some of its largest and most complex mission environments.

(d) Justification of GTA positions

Memorandum of Understanding and Claims Management Section

Discontinuation of 1 position

1 Finance Office (P-3) (MINUSCA)

178. Based on the workload of this Section, the GTA position of Finance Officer (P-3) is no longer proposed for continuation.

Reimbursement Policy and Liaison Section

Discontinuation of 1 position

1 Administrative Assistant (GS (OL))

179. Based on the workload of this Section, the GTA position of Administrative Assistant (GS (OL)) is no longer proposed for continuation.

3. Field Personnel Division

(a) Results-based-budgeting framework

180. The Field Personnel Division comprises the Office of the Director, the Field Personnel Operations Service, the Field Personnel Specialist Support Service and the Quality Assurance and Information Management Section.

181. As the Division has positioned itself as a strategic business partner and advocate for the field perspective in all United Nations forums, its main priorities of for the 2018/19 period are to support and monitor the delivery of robust human resources management in the field to ensure consistency and standardization across missions, while considering unique mission challenges. This is done through the provision of strategic direction, clear guidance, a customized human resources management strategy, plan and framework for each mission and comprehensive human resources capacity-building. The Division will also continue to drive forward the integrated human resources management framework and associated human resources service delivery model, and will promote the field staff perspective through the various human resources policy and reform initiatives.

182. The Division will continue its focus on leadership succession planning in the area of mission support, as well as the increased representation of women in peacekeeping operations. It will continue to strengthen the human resources capacity of peacekeeping missions and ensure a rapid response, in particular for surge and start-up missions and for downsizing/liquidating missions and crisis response, by means of the temporary deployment of human resources experts to address the need for urgent action experienced in times of crisis and during the start-up, transition or liquidation of missions.

Expected accomplishments and indicators of achievement

		Performance measures				
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) All peacekeeping operations in start-up, expansion or transition meet the annual average incumbency rate target ranges specified in their approved budgets and deployment plans (annual average incumbency rate target ranges for international and national staff as applicable for each mission) (*Note*: Missions that are downsizing, restructuring or in liquidation are not included)	Target	1	1	N/A	N/A
		Estimate		1	N/A	N/A
		Actual			N/A	N/A
	(ii) Stabilize the average lead time of recruitment from the roster (number of calendar days from job requisition approval to the selection of a candidate, excluding the posting period)	Target	86	86	88	90
		Estimate		86	90	90
		Actual			90	90
	(iii) Increase in the total number of women on the roster of candidates endorsed by the field central review bodies (percentage)	Target	36	33	30	27
		Estimate		33	30	30
		Actual			30	30

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018/19	*2017/18*	*2016/17*	*2015/16*
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) All stable peacekeeping operations meet the annual average incumbency rate target ranges specified in their approved budgets and deployment plans (annual average incumbency rate target ranges for international and national staff, as applicable for each mission)	Target	9	9	11	11
		Estimate		4	2	1
		Actual			2	1

External factors

183. The demand for human resources services by clients will not exceed projected expectations; frequent changes in mission mandates as a result of ongoing reviews will result in the constant need to adapt staffing requirements and human resources strategies/plans to new mandates.

Outputs

184. During the period 1 July to 31 December 2018, the following outputs will be delivered.

Outputs	*Quantity*
Administrative support services	
Overall management	
1 Recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve target incumbency rates as specified in mission compacts	1
2 Analysis of capacity gaps and development of a yearly GJOs schedule, with at least 1,000 new candidates endorsed by field central review bodies for inclusion in rosters across 23 job families (number of candidates placed on rosters)	500
3 Engagement of Member States through biannual outreach to troop-and-police-contributing countries, round tables, individual bilateral meeting and 2 outreach visits	30
4 Report on each transactional process delegated to field missions or service centres to allow performance measurement and monitoring of all delegated transactional human resources authorities	1
5 Field visits to missions to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management	2
Human resources performance and accountability framework	
6 Implementation of human resources performance and accountability framework through maintenance of 1 regularly updated dashboard covering strategic and operational indicators for informational and monitoring purposes, 1 analytics report, and 2 analytics training sessions	3
Advisory and capacity-building services	
7 Legal, policy guidance and responses provided to informal and formal cases and inquiries from field missions, MEU, UNOMS, OHRM and other offices	150
8 Field visits to monitor compliance with delegated human resources management authorities	1
9 Field visits to missions to deliver on-site advice and technical support, including career support on management of locally recruited and international staff in light of process changes, staffing reviews and downsizing	1
10 Comprehensive strategy mainstreamed for capacity-building of field human resources practitioners, including certification programmes, knowledge management and training activities and a mentoring programme	1

(b) Human resources requirements

Posts and temporary positions		*Professional category and above*							*General Service and related categories*					
		D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Field Service*	*National GS staff*	*Subtotal*	*Total*
Posts	Approved 2017/18	1	2	7	11	24	2	**47**	8	53	–	–	**61**	**108**
	Proposed 2018/19	1	2	7	11	24	2	**47**	8	53	–	–	**61**	**108**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2017/18	–	–	–	–	10	–	**10**	–	3	–	–	**3**	**13**
	Proposed 2018/19	–	–	–	–	10	–	**10**	–	3	–	–	**3**	**13**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Field Personnel Division	Approved 2017/18	1	2	7	11	34	2	**57**	8	56	–	–	**64**	**121**
	Proposed 2018/19	1	2	7	11	34	2	**57**	8	56	–	–	**64**	**121**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of GTA positions

Recruitment, Outreach and Career Development Section

Recruitment Unit

Continuation of 10 Occupational Group Managers and 3 Human Resources Assistants

10 Human Resources Officers (P-3) (continuation)

3 Human Resources Assistants (GS (OL)) (continuation)

185. It is proposed that 13 GTA positions (10 Human Resources Officer (P-3) and 3 Human Resources Assistant (GS (OL))) be continued.

186. The functions of Occupational Group Managers are continuing in nature and continue to be required to implement the Division's approach to rostering. The 10 Occupational Group Managers are responsible for (a) developing and contributing to an annual plan for issuance of GJOs through workforce planning; (b) reviewing applications for eligibility; (c) overseeing the conduct of the substantive assessments by subject matter expert staff members; (d) serving as Secretary for the Expert Panel under their purview and consolidating findings and interview reports from the interviews for presentation to the field central review bodies; (e) monitoring incumbency rates in the field missions for positions in their occupational group; (f) managing their assigned roster; (g) determining priority outreach activities to address gaps in the roster especially in gender, language and geographic representation; (h) determining the rotational options for currently serving staff members in the field so as to rotate staff among category C, D and E duty stations; (i) providing process and procedural support to field recruiters and hiring managers on the Inspira recruitment platform and on the recruitment process; and (j) participating in, contributing to and representing field missions on, working groups on recruitment issues instituted by OHRM highlighting the field perspective.

187. The Division manages the roster across 23 occupational groups at all levels from FS-4 to D-1. Its Occupational Group Managers ensure that the roster is filled with qualified, suitable candidates who have gone through a competitive process endorsed by a central review body and are able to expeditiously deploy to field missions. In 2010, GJOs were introduced to populate the roster and strengthen the pillars of the field recruitment process. The Division processes an average of 30 to 40

GJOs per year from Field Service to D-1 levels. Currently, 88 per cent of all vacancies for field missions are filled from the roster, with an average recruitment time of 55 calendar days from the expiration date of the job posting to the date of selection. Many stages are involved in completing a GJO: agreeing to the terms of reference, working with proponent offices in Headquarters to develop and grade written tests, organizing and conducting expert panels and submitting roster recommendations to the field central review bodies. The Division has undertaken an extensive review of the GJO process and identified steps that can be streamlined. These include clarifying and delineating the roles and responsibilities of all those involved in the GJO process, improving the quality and reliability of written assessments, including through an online testing platform, and introducing a new interview report template that improves reliability and reduces the time needed by the field central review bodies to endorse cases. With these improvements, the Division target is to complete each GJO process in 180 days.

188. The field central review bodies endorsed roster clearances for a total of 2,362 candidates in the 2015/16 period and 2,320 candidates in the 2016/17 period, and are projected to endorse an additional 2,500 clearances in 2017/18. Of these clearances, approximately 3,700 were endorsed through GJOs and position-specific job openings managed by the Division's Recruitment Unit, with the highest number of clearances achieved in seven occupational groups: civil affairs, finance, information management systems, political affairs, procurement, public information and security. The remaining clearances resulted from mission recruitment in all job networks, in particular in the political affairs, management and logistics occupational groups.

189. In its report on the audit of the Secretariat's structure for managing and sustaining peacekeeping operations (A/63/837), OIOS recommended the periodic rotation of staff performing financial and human resources functions as a best practice in enhancing internal control. To that end, the Division continues to have the functions of Occupational Group Manager performed by experienced field staff on assignment to Headquarters from their parent duty station in the field for a maximum period of 2 years on GTA positions.

4. Logistics Support Division

(a) Results-based-budgeting framework

190. The Logistics Support Division provides strategic direction and advice on logistical matters, monitors and assesses the delivery of strategic transportation and support services, assesses the safety of aviation operations and directs the delivery of transportation and specialist support services in the functional areas of air transport, ground transport, engineering, medical and supply. Furthermore, the Division is responsible for the property management framework of the field missions and monitors compliance with IPSAS valuation and reporting requirements.

191. During the 2018/19 period, the Division will continue implementation of an end-to-end SCM through the Division's new structure, as approved by the General Assembly in its resolution 71/295. The Division will prioritize development and implementation of an annual SCM plan, consolidating holistic requirements across all missions to provide an end-to-end visibility of mission requirements, a performance management framework to facilitate informed decision-making based on reported strengths/weaknesses, a category management approach that groups goods and services that provide similar capability based on spend analysis for strategic sourcing, and self-paced, web-based training for all staff in the field missions involved with implementation of SCM. While continuing development and implementation of SCM business processes, practices and structures, the Division will enhance its ongoing

coordination with Umoja logistics solutions to ensure that the new practices and processes are supported by Umoja.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Improved performance index for property management for all peacekeeping missions, based on scores for 20 key performance indicators (performance index for property management)	Target	1 800	1 800	1 800	1 800
		Estimate		1 800	1 800	1 800
		Actual			1 528	1 516
	(ii) Reduction in the number of days of submission of quarterly verification reports on physical inspection of major equipment and self-sustainment (number of days)	Target	30	30	40	45
		Estimate		30	40	45
		Actual			40	45
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments (number of days to deployment)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			N/A	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Compliance of active peacekeeping operations with newly established light passenger vehicle-holding policies (percentage)	Target	90	95	94	93
		Estimate		96	94	93
		Actual			96.7	93
	(ii) All mission functions, structures and business processes are aligned with SCM initiative as outlined in SCM blueprint (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(iii) Implementation of centralized warehousing concept by all missions, in accordance with centralized warehousing guidance (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(iv) Rate of evaluation of vendors through the supplier appraisal system	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

192. Troop-and-police-contributing countries will cooperate to ensure the timely completion and implementation of MOUs in line with the requirements of the provision of troops, formed police unit personnel and COE; and vendors and suppliers will be able to deliver goods and services on time.

Outputs

193. During the period 1 July to 31 December 2018, the following outputs will be delivered.

Category	Quantity
Administrative support services	
Overall management	
1. An annual SCM plan to provide global visibility of field mission demands and develop long-term demand forecasting and sourcing strategies for selected goods and services relevant to end-to-end SCM approach	1
2. Quarterly performance reports on implementation of property management directives and IPSAS compliance across field missions	2
3. Casualty evacuation policy across all missions promulgated and implemented	1
4. Quarterly global status reports on COE	2
5. Performance management framework developed to measure overall health of upstream SCM against established baselines to facilitate informed decision-making	1
6. Updated and promulgated SCM blueprint to provide guidance to field missions on developing business processes, standard operating procedures and business rules in line with end-to-end SCM approach	1
7. Maintenance of 100 global systems contracts for more than 20 commodities groups, including design and review of technical specifications, solicitation and document and vendor submission in the areas of engineering, transport, medical, general supplies (number of contracts)	100
8. Maintenance of 30 turnkey contracts for fuel and rations	30
9. Reports on aviation safety assessments for peacekeeping missions with air assets and regional aviation safety office	6
10. Safety standards developed to operate single-engine turbine aeroplanes in peacekeeping operations	1
11. Implementation of electronic rations management systems in field missions	2
12. Online platform developed and implemented to facilitate self-paced online training on SCM for all related staff across all field missions and at Headquarters	1
13. Management of air service contracts with commercial and military providers across all missions (192 aircraft serviced under commercial contracts and letters of assist, 2 commercial and 10 military unmanned aircraft systems, 71 air charter agreements, 5 standby contracts and 1 satellite tracking contract)	281
14. Consultation, assessments and cooperation with 3 existing and potential aviation asset providing partners	1
15. Deployment, rotation and repatriation movements of 87,500 uniformed personnel and associated cargo (approximately 25,000 tons) by air, naval and ground transport modalities	87 500
16. Guidance and technical support to all troop-and-police-contributing countries deploying troops to all peacekeeping missions for the preparation and shipment of COE	15
17. Standardized template for statement of requirements developed to accelerate completion of solicitation exercise to establish systems contracts and improve quality of technical details for procuring goods and services	1
18. Monthly VTCs with peacekeeping missions to review demand planning	6
19. Monthly meeting with Procurement Division to discuss planning of sourcing activities	6
20. A contract portfolio developed and implemented to optimize global systems contracts and turnkey fuel and rations contracts through joint collaboration between DFS and DM	1
21. A web-based system for monitoring jointly agreed Logistics Support Division/Procurement Division solicitation process steps to ensure timely completion of solicitations, with clearly identified roles and responsibilities of different entities involved within end-to-end solicitation processes	1
22. SCM conference	1
23. Briefing to directors and chiefs of mission support on implementation SCM across all missions	1
24. Headquarters staff trained in SCM	20
International cooperation and inter-agency coordination and liaison	
Other services	
25. Meetings with international partners, including Member States, to identify and implement functional arrangements within areas of logistics cooperation in field missions	3

Outputs	*Quantity*
26. Meeting with United Nations partner organizations (International Civil Aviation Organization, World Food Programme and others), through United Nations Aviation Technical Advisory Group, to ensure development of an effective and efficient United Nations aviation regulatory framework through collaborative discussion and dialogue	1
Technical cooperation	
27. Predeployment/assessment visits to troop-and-police-contributing countries to assess logistics capabilities and advise Member States on major equipment and self-sustainment shortfalls	5
28. Logistics support-related briefings to and consultation with Member States and/or their permanent missions on different areas of logistics requirements	10
29. Consultations with troop-and-police-contributing countries to support negotiation of MOUs or address shortfalls	3

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Principal level*	*Other level*	*Field Service*	*National GS staff*	**Subtotal**	**Total**
Total Logistics Support Division	Approved 2017/18	–	3	7	33	45	–	**88**	2	31	–	–	**33**	**121**
	Proposed 2018/19	–	3	7	33	45	–	**88**	2	31	–	–	**33**	**121**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

5. Information and Communications Technology Division

(a) Results-based-budgeting framework

194. The mandate of the Information and Communications Technology Division was established by the General Assembly in its resolution 61/279. The Division comprises the Office of the Director, the Field Communications and Information Technology Operations Service, the Field Information Security and Productivity Solutions Section and the Geospatial Information Section.

195. The Division delivers voice, video, high-speed data and network capability and provides technology-based solutions and geospatial information to peacekeeping operations and UNSOS, as well as DPKO and DFS at Headquarters. For the 2018/19 period, the Division will focus on providing ongoing geospatial and ICT support services to DPKO and DFS at Headquarters and automated solutions that will support UNLB in Brindisi, Italy, and Valencia, Spain, and RSCE.

196. The priorities for the year will be the mainstreaming of technologies to protect United Nations personnel and premises in the field and the implementation of cloud services, such as Office 365, to ensure resiliency and facilitate a mobile workforce. The Division will work to strengthen the capacities of field missions to cope with ongoing technological challenges. Challenges remain as operations continue to take place in non-permissive environments.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) The Security Council is provided, within 3 days of request, with up-to-date geospatial information products, satellite imagery and thematic analysis maps relating to matters in question (days)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Communication links to enterprise systems established within 24 hrs of equipment arrival for a new peacekeeping operation or expansion (hours)	Target	24	24	24	24
		Estimate		24	24	24
		Actual			N/A	20
	(ii) Complete 1 rapid deployment exercise with the participation of 3 peacekeeping missions, at UNLB or RSCE, establishing full communications systems in less than 24 hours, by linking one modular command centre to Headquarters and UNLB (hours)	Target	24	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iii) Provision of up-to-date geospatial information products and services to departments and offices of the Secretariat, with a particular focus on the United Nations Operations and Crisis Centre, DPKO, and DSS, within 9 days of request (days)	Target	9	9	9	9
		Estimate		9	9	9
		Actual			9	9
	(iv) Provision of information systems to newly established missions within 10 days of request (days)	Target	10	10	N/A	N/A
		Estimate		10	N/A	N/A
		Actual			N/A	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) 99 per cent availability to all peacekeeping operations of established ICT infrastructure and existing ICT applications	Target	99	99	99	99
		Estimate		99	99	99
		Actual			99	99
	(ii) Provision of a portfolio of technology equipment and services to protect personnel, premises, assets and civilians in peacekeeping operations, when required (contract)	Target	1	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

External factors

197. Security considerations in peacekeeping operations and UNSOS will not prevent the successful implementation of systems and provision of ICT services in field operations; availability and accuracy of geospatial information provided by Member States to meet Security Council and peacekeeping operations mandates in a timely manner and to support conflict prevention related to boundary issues may have an impact; new or expanding peacekeeping operations are established during the reporting period.

Outputs

198. During the period 1 July to 31 December 2018, the following outputs will be delivered.

Output	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto	
Security Council	
Substantive servicing of meetings	
1. Provision of secretarial services to Committee of Experts on Global Geospatial Information Management, together with the United Nations Statistics Division	3
Administrative support services	
Overall management	
2. ICT support for field network, field-specific applications, and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOS	1
3. Audio and videoconferencing services provided to field operations, including technical and day-to-day operational support	3 000
4. Statements of work and technical evaluation for 3 systems contracts and monitoring and administration of 33 contracts for ICT services and equipment	18
5. Disaster recovery plans for field operations and guidance and oversight of disaster recovery reconstitution exercises in 5 missions	8
6. Optimized existing ICT systems and infrastructure in all peacekeeping operations and UNSOS	1
7. Mainstreaming of technologies to protect civilians, United Nations personnel and premises across peacekeeping missions	2
8. Implementation of field support services information systems, electronic correspondence and document-sharing systems in field missions	11
Parliamentary documentation	
9. Up-to-date peacekeeping deployment maps for inclusion in reports of the Secretary-General	25
Other substantive activities	
Technical material	
10. Up-to-date geospatial information products, satellite imagery and thematic analysis maps provided to Security Council consultation meetings and its Panel of Experts	15
11. Standard enterprise geospatial visualization platform in 5 pilot missions in order to enhance mission common operational picture and situational awareness under the framework of the situational awareness programme	2
12. Analysis reports on international boundaries to enhance knowledge base of international boundary issues, including status of disputed boundaries, treaties, maps and satellite imagery	2
13. Analysis and coordination of second administrative-level boundaries data from 10 Member States	5
Seminars	
14. Annual workshops with humanitarian partners on areas related to technology	1
International cooperation and inter-agency coordination and liaison	
Other services	
15. Development of partnerships with Member States, academic institutions and professional organizations and contractual arrangements for the provision of open-source geospatial software-based services	1
Technical cooperation	
16. Pilot projects for the provision of geospatial data, services and open-source solutions, in partnership with United Nations system, Member States, academia and non-profit organizations	1

(b) Human resources requirements

Posts		D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Principal level	Other level	Field Service	National GS staff	**Subtotal**	**Total**
		Professional category and above							*General Service and related categories*					
Total Information and Communications Technology Division	Approved 2017/18	1	1	2	10	7	–	**21**	3	8	–	–	**11**	**32**
	Proposed 2018/19	1	1	2	10	7	–	**21**	3	8	–	–	**11**	**32**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

6. Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)÷(2)
I. Post resources	63 238.1	63 807.6	31 731.9	(32 075.7)	(50.3)
II. Non-post resources					
GTA	3 571.1	2 129.4	969.4	(1 160.0)	(54.5)
Consultants and consulting services	1 224.3	1 502.7	566.0	(936.7)	(62.3)
Official travel	1 176.0	1 264.4	512.7	(751.7)	(59.5)
Communications and information technology	25.2	5 097.2	2 637.6	(2 459.6)	(48.3)
Other supplies, services and equipment	532.4	40.8	20.4	(20.4)	(50.0)
Subtotal, II	**6 529.0**	**10 034.5**	**4 706.1**	**(5 328.4)**	**(53.1)**
Total, categories I–II	**69 767.1**	**73 842.1**	**36 438.0**	**(37 404.1)**	**(50.7)**
Global shared service centres[a]	–	–	9 905.9	9 905.9	–
Peacekeeping cross-cutting	–	–	10 635.4	10 635.4	–
Total	**69 767.1**	**73 842.1**	**56 979.3**	**(16 862.8)**	**(22.8)**

[a] The amount of $9.9 million for global shared service centres is shown under DFS as this responsibility will be transferred from DM to DOS as of 1 January 2019.

(a) Analysis of financial resource requirements[1]

199. The provisions below cover the proposed post and non-post resources for the period 1 July to 31 December 2018. The decreased requirements are attributable primarily to the fact that the proposed provisions cover the six-month period 1 July to 31 December 2018 whereas these provisions are compared with the approved resources for the full 2017/18 period. In line with the Secretary-General's reform proposals, DFS and DM are proposed to be restructured into DOS and DMSPC as of 1 January 2019. The proposed budget provisions for the period 1 January to 30 June 2019 are reflected in the new Departments.

Post resources

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	11 035.4	12 443.9	6 147.5	(6 296.4)	(50.6)
Field Budget and Finance Division	10 683.9	11 361.2	5 592.0	(5 769.2)	(50.8)
Field Personnel Division	15 560.1	15 326.2	7 458.9	(7 867.3)	(51.3)
Logistics Support Division	20 307.9	19 300.0	9 883.4	(9 416.6)	(48.8)
Information and Communications Technology Division	5 650.8	5 376.3	2 650.1	(2 726.2)	(50.7)
Total	**63 238.1**	**63 807.6**	**31 731.9**	**(32 075.7)**	**(50.3)**

200. The provision would cover the salaries, common staff costs and staff assessments for the proposed 404 posts.

201. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, for the first six months of the budget period, the following factors had an impact on the proposed provision: (a) the application of higher vacancy factors and (b) the updated standard salary costs offset in part by (c) the estimated higher common staff costs.

GTA

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	309.4	186.6	120.8	(65.8)	(35.3)
Field Budget and Finance Division	252.5	233.7	–	(233.7)	(100.0)
Field Personnel Division	2 614.4	1 709.1	848.6	(860.5)	(50.3)
Logistics Support Division	346.7	–	–	–	–
Information and Communications Technology Division	48.1	–	–	–	–
Total	**3 571.1**	**2 129.4**	**969.4**	**(1 160.0)**	**(54.5)**

202. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 14 GTA positions and three months of temporary assistance positions.

203. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, for the first six months of the budget period, the following factors had an impact on the proposed provision: (a) the discontinuation of 2 GTA positions (P-3) in the Field Budget and Finance Division, (b) the application of higher vacancy factors and (c) the updated standard salary costs offset in part by (d) the estimated higher common staff costs.

Consultants and consulting services

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	21.1	–	–	–	–
Field Budget and Finance Division	–	278.2	–	(278.2)	(100.0)
Field Personnel Division	77.2	73.0	35.0	(38.0)	(52.1)
Logistics Support Division	1 126.0	1 151.5	531.0	(620.5)	(53.9)
Information and Communications Technology Division	–	–	–	–	–
Total	**1 224.3**	**1 502.7**	**566.0**	**(936.7)**	**(62.3)**

204. The amount of $35,000 for the first six months of the budget period is requested to engage a consultant to further progress the staffing principles and parameters project (methodology for a proof-of-concept model to determine staffing needs in peacekeeping missions in a structured and consistent manner), which would support further refinement of the model, with an additional two functional areas to be developed, as well as services for the official translation of outreach materials into other official languages, in particular Arabic and French.

205. The provision of $405,000 for the first six months of the budget period is proposed for process improvement and the development of a different framework for the implementation of the end-to-end process of the SCM concept.

206. The amount of $126,000 for the first six months of the budget period is proposed for training requirement under SCM initiatives. The consultancy services will be used to develop a web-based training programme to provide self-paced training for all United Nations staff. The training will cover all areas of SCM, from planning to actual operations.

207. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, the reduced requirements are also attributable to the non-provision for consultants related to the conduct of the second quadrennial survey of personnel costs among major troop-and-police-contributing countries and the completion of some of SCM programme initiatives by the end of the 2017/18 period.

Official travel

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	313.9	387.4	161.2	(226.2)	(58.4)
Field Budget and Finance Division	273.9	329.3	65.1	(264.2)	(80.2)
Field Personnel Division	133.9	129.3	75.4	(53.9)	(41.7)
Logistics Support Division	269.1	265.3	134.0	(131.3)	(49.5)
Information and Communications Technology Division	185.2	153.1	77.0	(76.1)	(49.7)
Total	**1 176.0**	**1 264.4**	**512.7**	**(751.7)**	**(59.5)**

208. The amount of $512,700 for the first six months of the budget period is proposed for travel.

209. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, for the first six months of the budget period, the following factors had an impact on the proposed provision: (a) non-inclusion of travel costs related to the quadrennial survey of 10 sample countries to gather data on the personnel costs related to deployment from all troop-contributing countries and (b) higher utilization of videoconferencing, reduced frequency of conferences and seminars and restriction of the size of travelling delegations.

Communications and information technology

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	–	–	–	–	–
Field Budget and Finance Division	–	–	–	–	–
Field Personnel Division	–	–	–	–	–
Logistics Support Division	25.2	–	–	–	–
Information and Communications Technology Division	–	5 097.2	2 637.6	(2 459.6)	(48.3)
Total	**25.2**	**5 097.2**	**2 637.6**	**(2 459.6)**	**(48.3)**

210. The amount of $2,637,600 for the first six months of the budget period is proposed for the provision of non-standard requirements for the acquisition of specialized IT equipment and software, software licences and fees and contractual services for ongoing support to meet peacekeeping business needs.

211. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives.

Other supplies, services and equipment

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	0.4	22.0	11.0	(11.0)	(50.0)
Field Budget and Finance Division	443.9	–	–	–	–
Field Personnel Division	2.3	10.0	5.0	(5.0)	(50.0)
Logistics Support Division	85.8	–	–	–	–
Information and Communications Technology Division	–	8.8	4.4	(4.4)	(50.0)
Total	**532.4**	**40.8**	**20.4**	**(20.4)**	**(50.0)**

212. The amount of $20,400 for the first six months of the budget period is proposed for (a) the resident coordinator assessment fee ($4,750 per person) and related coaching for two staff members nominated from Headquarters to participate in the Resident Coordinator Assessment Centre in order to establish a pool of qualified candidates f[illegible] the positions of Resident Coordinator and Deputy Special

Representative of the Secretary-General (Resident Coordinator) in multidimensional peacekeeping operations; (b) outreach materials, including flyers, banners, promotional materials, information kits for job fairs and gender-related activities; and (c) other services related to the acquisition of equipment for DPKO and DFS.

213. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives.

D. Department of Management

214. The overall purpose of DM is to enhance the accountability and efficiency of the Organization in managing its resources in the broad management areas of finance, human resources, ICT and support services (including procurement and infrastructure); to provide support services to the intergovernmental processes of the Organization; to secure financing for the mandated programmes and activities of the Secretariat; and to support the implementation of those programmes and activities.

215. The Department derives its mandates from relevant articles of the Charter of the United Nations, specifically Articles 8, 17, 97, 100 and 101, as well as the Financial Regulations and Rules of the United Nations; the Staff Regulations and Rules; the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation; General Assembly resolutions 41/213 and 42/21, successive annual Assembly resolutions on the review of the efficiency of the administrative and financial functioning of the United Nations, Assembly resolutions 52/12 A and B, 57/300, 58/269, 60/1, 60/260, 60/283, 63/262, 64/259, 66/246, 66/257, 67/253, 68/264 and 69/272, and other relevant Assembly resolutions.

216. For the 2018/19 period, the Department is focused on implementing key management reform measures approved by the General Assembly, with the support of a communications strategy that ensures that Member States, managers and staff are fully informed of, and participate in, the efforts to ensure a more effective and results-oriented Organization.

(a) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Office of the Under-Secretary-General	Approved 2017/18	–	1	–	4	3	–	**8**	–	2	–	–	**2**	**10**
	Proposed 2018/19	–	1	–	4	4	–	**9**	–	2	–	–	**2**	**11**
	Net change	–	–	–	–	**1**	–	**1**	–	–	–	–	–	**1**
OPPBA	Approved 2017/18	1	1	6	29	22	3	**62**	4	41	–	–	**45**	**107**
	Proposed 2018/19	1	1	6	29	22	3	**62**	4	41	–	–	**45**	**107**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
OHRM	Approved 2017/18	–	–	2	16	9	2	**29**	1	17	–	–	**18**	**47**
	Proposed 2018/19	–	–	2	17	9	2	**30**	1	17	–	–	**18**	**48**
	Net change	–	–	–	**1**	–	–	**1**	–	–	–	–	–	**1**

Posts and temporary positions		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS staff	Subtotal	Total
		Professional category and above							General Service and related categories					
OCSS	Approved 2017/18	–	1	5	18	27	6	**57**	2	26	–	–	**28**	**85**
	Proposed 2018/19	–	1	5	18	27	6	**57**	2	26	–	–	**28**	**85**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
OICT	Approved 2017/18	–	–	–	5	10	4	**19**	4	11	–	–	**15**	**34**
	Proposed 2018/19	–	–	–	5	10	4	**19**	4	11	–	–	**15**	**34**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total DM	Approved 2017/18	1	3	13	72	71	15	**175**	11	97	–	–	**108**	**283**
	Proposed 2018/19	1	3	13	73	72	15	**177**	11	97	–	–	**108**	**285**
	Net change	–	–	–	**1**	**1**	–	**2**	–	–	–	–	–	**2**

(b) Financial resource requirements (table A)

(Thousands of United States dollars)

Category	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	13 737.9	13 448.8	7 172.3	(6 276.5)	(46.7)
OPPBA	18 647.9	17 463.8	8 649.7	(8 814.1)	(50.5)
OHRM	8 577.8	7 757.6	3 876.6	(3 881.0)	(50.0)
OCSS	37 961.5	35 312.5	17 778.9	(17 533.6)	(49.7)
OICT	9 904.9	8 814.2	4 393.4	(4 420.8)	(50.2)
Subtotal	**88 830.0**	**82 796.9**	**41 870.9**	**(40 926.0)**	**(49.4)**
Enterprise resources planning[a]	16 830.4	25 038.3	28 859.1	3 820.8	15.3
Information and systems security[b]	798.7	821.5	821.5	–	–
Global service delivery model project[c,d]	–	868.5	1 302.8	434.3	50.0
Peacekeeping cross-cutting initiatives[e]	–	–	2 452.8	2 452.8	–
Total	**106 459.1**	**109 525.2**	**75 307.1**	**(34 218.1)**	**(31.2)**

[a] Details provided in para. 19.

[b] Details provided in para. 20.

[c] Details provided in para. 22.

[d] The amount of $9.9 million for global shared service centres is shown under DFS as this responsibility will be transferred from DM to DOS as of 1 January 2019.

[e] Details provided in para. 24.

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

217. The Office of the Under-Secretary-General for Management comprises the front office, the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, the Management Support Service, the Umoja Enterprise Resource Planning Project, the secretariat of the Fifth Committee and

CPC, MEU, the Policy and Oversight Coordination Service and the Executive Office of DM.

218. The Office will, during the budget period, contribute to a number of expected accomplishments, established by the General Assembly, by delivering related key outputs, as shown in the frameworks set out below. The indicators of achievement show a measurement of progress towards such accomplishments during the budget period.

219. During the budget period, the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board will continue to provide services to facilitate the timely review of proposed procurement actions and disposal of assets by the Committee and the Board, which issue recommendations to the Assistant Secretary-General for Central Support Services in accordance with the Financial Regulations and Rules. In addition, pursuant to administrative instruction ST/AI/2011/8, the Committee/Board secretariat will continue to provide training and policy guidance to local committees on contracts and local property survey boards in peacekeeping missions to further strengthen their vetting capacity and the Office will continue to provide support to the Award Review Board established by the General Assembly (see resolution 62/269, para. 16) to review challenges filed by unsuccessful vendors.

220. The secretariat of the Fifth Committee and CPC provides substantive and technical services in support of the work of the Fifth Committee and CPC, which are entrusted with responsibility for administrative and budgetary matters and for programmatic matters, respectively.

221. The Management Support Service provides support for critical Organizational alignment activities, including the execution of the comprehensive stakeholder engagement and communications plan, the design and implementation of information sessions and assistance in the implementation of the Umoja functionality.

222. Building on the standardization and harmonization of business processes with enterprise-wide Umoja implementation and recent business transformation initiatives, DM, in collaboration with DFS, will continue to lead the realignment of the Organization's administrative architecture to distinguish strategic activities from operational activities with a clearer division of labour, as well as the reprofiling of functions to enable greater concentration of expertise and consistency of administrative services and consolidate fragmented administrative structures within and across duty stations, including field missions. Follow-up actions on the global service delivery model will be undertaken on the basis of the decisions of the General Assembly.

223. The Umoja project, in collaboration with the process owners and OICT, will design, develop and deploy UE2 projects covering (a) strategic planning, budget formulation and performance management; (b) implementing partner management; (c) fundraising and donor relations; (d) SCM; (e) conference and event management; and (f) payments to troop-and-police-contributing countries. The project will also implement a major SAP software upgrade in 2018 and support continuous improvements in processes and functionality already deployed.

224. MEU continues to conduct prompt management evaluations of contested administrative decisions to determine whether those decisions comply with the Organization's applicable regulations, rules and policies. The Unit assists the Under-Secretary-General in providing staff members who request management evaluation with timely, written and reasoned responses regarding the outcomes of management evaluations. In cases involving separation from service, the Unit also conducts prompt evaluations of requests for the [illegible]

decisions pending the completion of the management evaluation process. The Unit assists with respect to the implementation of accountability measures that have been established for managers to ensure their timely response to management evaluation requests and to ensure that individuals are held accountable for their actions in accordance with relevant resolutions and regulations.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and CPC (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			98.2	98.5
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) The average processing time for Headquarters Committee on Contracts minutes in business days	Target	7.0	7.0	7.0	7.0
		Estimate		4.0	7.0	7.0
		Actual			4.0	7.0
	(ii) Percentage of members of local committees on contracts who have received the relevant mandatory basic training	Target	90	90	90	90
		Estimate		90	90	90
		Actual			94	90
	(iii) Umoja budget formulation, implementing partner management and fundraising functionality are available to staff in peacekeeping operations (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iv) All Umoja SCM phase 2 functionality is available to staff in peacekeeping operations (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(v) Umoja end-to-end solution for payments to troop-and-police-contributing countries in 2 phases is available for all peacekeeping missions	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(vi) Umoja conference and event management functionality is available for all peacekeeping missions	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(vii) Number of process improvements delivered for Umoja Foundation and UE1 business processes	Target	6	N/A	N/A	N/A
		Estimate		13	N/A	N/A
		Actual			15	N/A
	(viii) Percentage of management evaluation requests filed by peacekeeping staff members reviewed and responded to within 45 days (percentage)	Target	100	90	100	100
		Estimate		90	90	100
		Actual			80	89

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018/19	*2017/18*	*2016/17*	*2015/16*
	(ix) Maintenance of the percentage of cases proceeding to UNDT for formal litigation, that is, a remedy was found or the original decision was overturned	Target	42	42	42	42
		Estimate		42	42	42
		Actual			10	11

External factors

225. The objective and expected accomplishments are expected to be achieved on the assumption that (a) meetings and sessions will be held as planned and proposals from Member States with regard to the agreed programme of work, including calls for participation by the Committee secretariat in informal/informal consultations and requests for documentation, will be received in a timely and coordinated manner; (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee during formal meetings, as well as during informal and informal/informal consultations; (c) there will be no significant increase in the number of cases received from field operations for review by the Headquarters Committee on Contracts, the Headquarters Property Survey Board and MEU; and (d) the comments received from managers on cases submitted to MEU are timely and adequate.

Outputs

226. During the period 1 July to 31 December 2018, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings and informal consultations of the Fifth Committee, as required	55
2. Advice to Chairs, Bureaux of ACABQ, CPC, Fifth Committee and Member States	1
3. Preparation of draft resolutions for adoption by the Committee, as required	6
4. Preparation of reports for adoption by General Assembly, as required	6
5. Procedural notes for Chair, as required	12
6. Notes on programme of the work, as required	1
7. Notes on status of documentation, as required	1
8. Monitoring visits to discuss policies, support strategies and diversity and enhance awareness of various policies promulgated by DM	2
Other management services	
Headquarters Committee on Contracts	
9. Headquarters Committee on Contracts meetings	40
10. Headquarters Property Survey Board meetings	8
11. Review of procurement [illegible]	[illegible]

Outputs	*Quantity*
13. Field assistance missions to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	1
14. Training courses on committees on contracts and property survey boards in support of peacekeeping missions	6
15. Additional staff enrolled for online training resources on committees on contracts and property survey boards	40
16. Review of procurement challenges by independent high-level experts	2
Umoja project	
17. Provision of support to design, building, deployment and post-production support activities for strategic planning, budget formulation and performance management for peacekeeping operations	1
18. Provision of support to design, building, deployment and post-production support activities for implementing partner management for peacekeeping operations	1
19. Provision of support to design, building, deployment and post-production support activities for fundraising and donor relations for peacekeeping operations	1
20. Provision of support to design, building and deployment activities for SCM functionality	1
21. Provision of support to design, building, deployment and post-production support activities for conference and event management for peacekeeping operations	1
22. Provision of support to design, building and deployment activities for payment to troop-and-police-contributing countries functionality	1
23. Provision of support for Umoja continuous improvements for foundation and extension 1 functionality	1
Management evaluation	
24. Provision of reasoned decisions on behalf of the Secretary-General as to whether a request for management evaluation by peacekeeping staff members is receivable, and if so, whether the contested decision complies with applicable rules and regulations	150
25. Provision of reasoned decisions on requests for suspension of action submitted to Secretary-General in cases involving the separation from service of peacekeeping staff members	15
26. Identification of systemic issues in respect of decision-making authority of managers serving in peacekeeping missions and issuance of guidance based on lessons learned	1
Other substantive activities	
Technical material	
27. Maintenance and update of web pages of Fifth Committee relating to peacekeeping matters	1

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Total Office of the Under-Secretary-General	Approved 2017/18	–	1	–	4	3	–	**8**	–	2	–	–	**2**	**10**
	Proposed 2018/19	–	1	–	4	4	–	**9**	–	2	–	–	**2**	**11**
	Net change	–	–	–	–	**1**	–	**1**	–	–	–	–	–	**1**

(c) Justification of posts

Office of the Under-Secretary-General

Management Evaluation Unit

Establishment of 1 Legal Officer (P-3)

227. MEU is headed by a Chief (P-5), 3 Legal Officer (2 P-4 and 1 P-3) posts, 1 GTA Legal Officer (P-4) and 3 Legal Assistants (GS (OL)), all funded under the programme budget. The core functions of the Unit are (a) to conduct prompt, impartial and objective management evaluations of contested administrative decisions to determine whether they comport with the internal rules of the Organization; (b) to assist in providing the staff member requesting the review with a prompt and reasoned response regarding the outcome of the evaluation; and (c) to assist in ensuring managerial accountability by evaluating the compliance of managers with their responsibilities in the management of human and financial resources of the Organization.

228. The management evaluation is the first phase in the formal system of administration of justice at the United Nations. The main objective of the process is to provide the Administration with an opportunity to ensure that contested administrative decisions that do not comport with the internal rules of the Organization are resolved at the management evaluation stage so that the Organization does not unnecessarily incur the costs of litigation before UNDT. The management evaluation process also serves to reduce the number of cases appealed to the Tribunal by facilitating informal resolution of contested administrative decisions, where appropriate, and by increasing the transparency of the decision-making process in cases where the contested administrative decision is upheld.

229. Since 2011, the workload has been assigned among three 3 Legal Officers (P-4) funded under the programme budget and 1 GTA Legal Officer (P-3) funded under the support account, until 1 July 2017 when the GTA Legal Officer (P-3) position was discontinued.

230. Table 9 provides the total number of requests received each year since the establishment of the Unit; as indicated, since July 2009 caseloads from field missions have made up 45 per cent of all requests. The overall average of 622 requests per year received from field missions is significant when viewed in light of the average of the roughly 975 cases received by the Unit per year.

Table 9
Cases received per year from the field and overall

Year	*Total requests received*	*Field requests*	*Percentage of field requests*
2017	1 821	622	34
2016	944	694	74
2015	873	675	77
2014	1 541	942	61
2013	933	196	21
2012	837	325	39
2011	952	295	31
2010	427	86	20
2009	184	52	28
Total	**8 512**	**3 887**	**46**

231. As noted above, MEU's current staffing resources are insufficient to meet its operational requirements. Conscious of its role in making every effort to limit the number of cases proceeding to litigation, with the complement of 4 Legal Officers under the programme budget, each of whom is assigned more than 240 cases per year, the Unit struggles to meet its delivery deadlines and high-quality requirements, as well as to carry out its other mandates, such as outreach efforts to improve decision-making in the Organization, preparing lessons learned guides or providing substantial advice from the evaluations it conducts.

232. In the light of the significant percentage of requests submitted from staff members in peacekeeping and political missions and given the additional challenges of completing management evaluation requests submitted by staff members from peacekeeping operations as outlined above, it is proposed to establish 1 Legal Officer (P-3) post under the support account.

233. The addition of the Legal Officer will serve to sustain and enhance the capacity of MEU to indirectly reduce the number of cases appealed to the Tribunal by increasing its capacity to identify and propose measures to address common situations that give rise to management evaluation requests. It will also increase the Unit's capacity to enhance managerial capacity by identifying and proposing measures to address recurrent problems in specific offices or departments. However, the Unit's capacity to analyse its data is extremely limited, and in the absence of additional support is not expected to increase.

234. Without the requested additional staffing resources, the Unit's ability to conduct prompt management evaluations and to meet statutorily imposed deadlines to complete each case within 30 days for Headquarters cases and 45 days for cases arising in offices away from Headquarters will be seriously compromised. This will negatively impact the rights of staff members who contest administrative decisions and may result in judgments from the Tribunal ordering measures of compensation for delays and procedural irregularities.

2. Office of Programme Planning, Budget and Accounts

(a) Results-based-budgeting framework

235. The mandate of the Office of Programme Planning, Budget and Accounts was established by the General Assembly in its resolution 13 (I). The functions of the Office are set out in Secretary-General's bulletin ST/SGB/2003/16. The Office under the support account comprises the Office of the Controller, the Peacekeeping Financing Division, the Accounts Division, the Treasury and the Financial Information Operations Service.

236. The Peacekeeping Financing Division will continue to provide guidance on policies, procedures and methodology for estimating the resource requirements of active peacekeeping operations and the support account; prepare annual budget and performance reports for peacekeeping operations and the support account, final performance and disposition of assets reports for closed missions, and ad hoc reports on administrative and budgetary aspects; and provide services to ACABQ and the Fifth Committee. The Division will also continue to monitor the cash-flow status of individual special accounts, authorize payments to Governments for settlement of certified COE claims, determine average monthly troop strengths to establish amounts reimbursable and initiate subsequent payments for troop and formed police unit cost reimbursements to Governments, and provide training on funds management.

237. The Division will continue to enhance its support to peacekeeping operations to improve the accuracy in forecasts and to manage resources effectively and efficiently within the levels approved. The Division will further strengthen communication with

field missions and provide guidance on financial management and financial policy issues, especially on many cross-cutting initiatives affecting peacekeeping and support operations, including the deployment of UE2 modules for SCM and budget formulation, in particular the related reporting and business support for integrated processes within Umoja. Outreach efforts will also include Umoja capacity-building in field operations, with training being provided by WebEx and at workshops for Senior Finance and Budget Officers.

238. The Division will continue to develop innovative tools and methods to support budget execution and financial management in order to enable peacekeeping missions to deliver mandates while using resources more efficiently. Building on the reporting facility of Umoja, the Division is leading the design and testing of multiple additional reports designed to enhance the management capabilities of missions and increase the monitoring of resource utilization. With a view to strengthening budgetary controls and improving budgetary management and projections, the Division monitors regularly the status of redeployments and commitments to facilitate the timely utilization of funds and to provide assistance and guidance at year-end and the closing of the budget period to ensure that committed funds are used within the relevant period and that unused funds are returned. The Division also monitors organizational structure and associated staffing tables in accordance with approved budgets.

239. The Division will continue to review the presentation of budgetary reports and data to provide the analysis of data that will enable ACABQ, CPC and the Fifth Committee to more easily perform their oversight duties. To improve the comparability of expenditures, streamline budget preparation and presentation and ease the monitoring of implementation, the Division is enhancing the categorization of budget classes of expenditure and subclasses within Umoja.

240. In addition, the Division is reviewing the systems used to support reimbursements to contributing Governments to provide an end-to-end solution for reimbursements/payments to troop-and-police-contributing countries by eliminating data re-entry, introducing electronic approval workflows and providing consistent data for operational, strategic, financial and budgetary reporting.

241. The Accounts Division will continue to provide financial services, including payroll, payments and insurance, to peacekeeping missions, and will carry out control and monitoring functions; provide financial guidance and assistance and prepare IPSAS-compliant peacekeeping financial statements; continue its efforts to improve processes to achieve efficiencies while meeting growing demands; and fully engage in the further development of the financial modules of the Umoja project.

242. As Chair of the IPSAS Steering Committee, the Office leads changes to IPSAS-compliant accounting and reporting for the Organization, as well as efforts aimed at making IPSAS compliance sustainable in the long term. During the 2018/19 period, the IPSAS Implementation Team will continue to concentrate on activities that will support the sustainability of IPSAS compliance. Sustainability efforts will be geared towards (a) management of the regulatory framework; (b) strengthening of internal controls; (c) training and skills development; (d) Umoja processes and transition arrangements and review; and (e) IPSAS benefits for management activities.

243. During the proposed budget period, the Treasury will continue to provide guidance on policies and procedures on Treasury and banking operations to peacekeeping missions. In addition, the Treasury will continue the investment and liquidity management of peacekeeping funds; the execution of replenishments of bank accounts maintained by peacekeeping missions; the execution of payroll (including education grants) and vendor payments; and the processing of amendments to bank account signatory panels. Furthermore, the Treasury will continue to play an

instrumental role in the implementation of an SAP payments functionality for peacekeeping missions.

244. The Financial Information Operations Service will continue to provide operational support to the Office by supporting the strategic use of, maintaining and enhancing financial IT systems; providing business analysis for requested changes in required systems; and producing reports that provide information about financial activities. The priorities of the Service are to ensure the creation of new systems that meet current business needs and to ensure that existing systems are maintained and are continually available to ensure that the financial activities of the Office are supported in a timely manner so that the requirements of Member States can be addressed. The Service will dedicate resources and actively work on the continued implementation of and support for Umoja while continuing to maintain other systems where the functionality of Umoja is not available.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) 100 per cent of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Target	100	100	100	100
		Estimate		100	100	100
		Actual			89.5	97.6
	(ii) No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	Target	0	0	0	0
		Estimate		0	0	0
		Actual			1	7
	(iii) Provision of responses to requests for supplementary information from Fifth Committee and ACABQ no later than 5 working days after their receipt	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5
	(iv) Positive audit opinion of Board of Auditors on peacekeeping financial statements	Target	Positive	Positive	Positive	Positive
		Estimate		Positive	Positive	Positive
		Actual			Positive	Positive
	(v) Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(vi) Monthly status of contributions available online by the end of the following month (months)	Target	1	1	1	1
		Estimate		1	1	1
		Actual			1	1
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Banking operations set up within 3 months of the establishment of new peacekeeping operations (months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Number of days to respond to administrative services to the field, including responses to queries on financial policy matters, master data requests and cost-recovery enquiries (days)	Target	6	6	N/A	N/A
		Estimate		6.5	6.5	N/A
		Actual			6.5	7.5

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018/19	*2017/18*	*2016/17*	*2015/16*
	(ii) Requests for financial delegation of authority are approved and processed within 2 weeks of the receipt of required supporting documentation	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	96
	(iii) Liabilities for troops and formed police units do not exceed 3 months	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(iv) 90 per cent of respondents to client surveys express satisfaction with the services received (percentage of respondents expressing satisfaction)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			–	–
	(v) Standard operating procedures and accounting manuals are developed to support IPSAS accounting and reporting (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(vi) All payments to troop-contributing countries are processed within the required time frames and in accordance with payment instructions provided by Member States (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(vii) 90 per cent of Headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation	Target	90	90	90	90
		Estimate		90	90	90
		Actual			100	78
	(viii)90 per cent of payments of invoices to vendors and travel claims of staff are processed within 30 working days of the receipt of supporting documentation	Target	90	90	90	90
		Estimate		90	90	90
		Actual			79	82
	(ix) Advice on insurance terms for peacekeeping contracts referred to the Insurance and Disbursement Service are provided within 30 working days of the receipt of the request (percentage of respondents expressing satisfaction)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(x) 100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(xi) Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Target	1.24	1.24	0.55	0.17
		Estimate		–	–	–
		Actual			1.04	0.77

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018/19	*2017/18*	*2016/17*	*2015/16*
	(xii) 100 per cent of payments requested for peacekeeping accounts processed within 2 business days	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(xiii) 100 per cent availability of service support to users of the financial and budget information system	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

245. The objectives and expected accomplishments are expected to be achieved on the assumption that assessments are paid promptly; interest rates and rates of return, exchange rate of the United States dollar and other currencies will be favourable.

Outputs

246. During the period 1 July to 31 December 2018, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	2
2. Informal consultations of the Committee	5
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
3. Hearings of the Advisory Committee	2
Parliamentary documentation	
Reports of the Secretary-General	
4. Budget performance of United Nations peacekeeping operations for the period 1 July 2017 to 30 June 2018	15
5. Updated financial position of closed peacekeeping missions as at 30 June 2018	1
6. Final disposition of assets of peacekeeping missions in liquidation (UNOCI)	1
7. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations (overview, support account, UNLB and RSCE)	3
Notes by the Secretary-General	
Other services	
8. Supplementary financial information for ACABQ and the Fifth Committee for 12 active peacekeeping operations and UNSOS, budget performance for MINUSTAH and UNMIL, disposition of assets for UNOCI, UNLB, RSCE and the support account	2
9. Discussions with Member States, including troop-contributing countries, on financial matters with regard to peacekeeping operations and liabilities of missions	21
10. Review and coordination of responses to follow-up questions from legislative bodies on 12 active peacekeeping operations and UNSOS, MINUSTAH, UNMIL, UNOCI, UNLB, RSCE, the support account and cross-cutting issues	100

Outputs	*Quantity*
Administrative support services (other assessed resources)	
Financial management	
11 Review and authorization of delegations of authority relating to financial matters, including review and approval of requests for clearance of staff members designated to perform significant functions in the management of financial resources in accordance with Secretary-General's bulletin ST/SGB/2005/7	1
12 Monitoring of the delegation of authority to field operations (number of missions)	15
13 Monitoring the audit recommendations pertaining to accounting and budgetary aspects of field operations (number of missions)	15
14 Review and approval of all requests for peacekeeping master data (number of missions)	15
15 Review of all cost plans for peacekeeping cost-recovery activities and provision of training (number of missions)	15
Financial services relating to peacekeeping activities	
16 Issuance of funding authorizations and staffing table authorizations for peacekeeping operations, UNSOS, UNLB, RSCE, Headquarters departments and offices and peacekeeping trust funds on an ongoing basis	265
17 Weekly monitoring of cash position for special accounts of peacekeeping operations and utilization of Peacekeeping Reserve Fund	26
18 Policy guidance provided to 12 active peacekeeping operations and UNSOS, RSCE, UNLB and 14 Headquarters departments and offices on formulation of budget proposals and performance reports, including on Financial Regulations and Rules, policies and procedures, results-based budgeting, recommendations of legislative bodies and establishment of related trust funds	29
19 Visits to peacekeeping operations, UNLB and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues	5
20 Organization and conduct of VTCs with peacekeeping operations and UNSOS, RSCE, and UNLB, and in-person meetings with Headquarters departments and offices, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase	10
21 Financial reports and other financial communications to donors for peacekeeping trust funds	5
Financial accounting and reporting	
22 Strengthening of internal controls in all peacekeeping operations/missions (number of missions)	15
23 Provision of guidance on sustaining IPSAS compliance in the missions (number of missions)	15
24 Provision of advice to peacekeeping operations on Financial Regulations and Rules; accounting policies, procedures and practices; and insurance matters (number of missions)	15
25 Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings (number of missions)	15
26 Processing of payments to Member States, staff and vendors	10 000
27 Payment of education grant claims and advances	5 000
28 Negotiation and administration of insurance policies covering peacekeeping operations, including master aviation policy and worldwide vehicle policy	6
29 Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	53 222
30 Settlement of peacekeeping commercial insurance claims and claims reviewed by Advisory Board on Compensation Claims	25
31 Timely issuance of assessment letters and comprehensive reminders to Member States of unpaid assessments	3 474
32 Processing of investment settlements for peacekeeping operations in accordance with industry standards	1 750
33 Processing of receipts from Member States for contributions to peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records	2 071

Outputs	*Quantity*
34. Effective servicing of Committee on Contributions by timely provision of all requested data (number of missions)	3
Treasury Service	
35. Execution of foreign exchange transactions	575
36. Investment settlements	300
37. Execution of payments for peacekeeping missions	150 000
38. Execution of replenishments to peacekeeping House Banks	900
39. Processing bank signatory amendments	100
Financial Information Service	
40. Maintenance, updating and operation of computerized budget and finance information systems, management of data structure and system control	1
41. Maintenance of charts of accounts and other finance-related data (number of work orders for coding block and for service delivery)	1 200
42. Enhanced financial management reports (number of reports and data extractions provided)	25
43. Update and maintenance of SWIFT and payment data for global United Nations payments (number of payments supported)	65 000
44. Development and enhancement of ad hoc applications (number of applications)	2

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	1	1	6	28	20	3	**59**	4	40	–	–	**44**	**103**
	Proposed 2018/19	1	1	6	28	22	3	**61**	4	40	–	–	**44**	**105**
	Net change	–	–	–	–	**2**	–	**2**	–	–	–	–	–	**2**
Temporary positions	Approved 2017/18	–	–	–	1	2	–	**3**	–	1	–	–	**1**	**4**
	Proposed 2018/19	–	–	–	1	–	–	**1**	–	1	–	–	**1**	**2**
	Net change	–	–	–	–	**(2)**	–	**(2)**	–	–	–	–	–	**(2)**
Total OPPBA	Approved 2017/18	1	1	6	29	22	3	**62**	4	41	–	–	**45**	**107**
	Proposed 2018/19	1	1	6	29	22	3	**62**	4	41	–	–	**45**	**107**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of posts

Peacekeeping Financing Division

2 Finance and Budget Officers(P-3) (conversion)

247. An internal assessment was carried out by the Peacekeeping Financing Division to effect closure of UNOCI and UNMIL, as well the transition from MINUSTAH to MINUJUSTH. The complete closure of other peacekeeping missions that were terminated in recent years took an average of three fiscal years after liquidation, for which a series of reports were prepared for submission to the General Assembly (a budget performance report for the liquidation period, a final disposition of assets report and a final performance report), until the final performance reports for the missions were presented to the Assembly and they were declared closed under the

agenda item "Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations". Concurrently, the Division continues to experience a significant workload volume commensurate with the characteristics of the current missions, which has impacted the reporting requirements and other responsibilities of the Division as a whole. In addition, in an effort to improve budget presentation and accuracy in forecasts, the Division is continuously reviewing the budget preparation tools and new requirements in relation to the reimbursement of troop-and-police-contributing countries.

248. Given the expected workload of the Division in 2018/19, the conversion of 2 GTA positions of Finance and Budget Officer (P-3) is required. Requirements for financing the support of UNISFA have grown significantly in recent years in the light of the challenging operating environment that the Abyei area presents and as UNISFA has expanded its operations. Against this background, 1 Finance and Budget Officer at the P-3 level would be required to strengthen the Division's capacity to support the financial and legislative backstopping of UNISFA. A review of the distribution of assignments indicated that the work related to support to UNISFA continues to require a dedicated Finance and Budget Officer, whose functions would include the review, analysis and preparation of the Secretary-General's performance and budget reports for UNISFA and detailed supplementary information for ACABQ. The incumbent would also be responsible for financial backstopping, monitoring of budget implementation, review and analysis of monthly troop-strength reports for troop-cost reimbursement. In addition, the incumbent would provide budgetary guidance to counterparts in DFS and the mission. The proposal to support UNISFA with a dedicated Finance and Budget Officer would ensure that the financial backstopping and legislative support of this mission is completed in a timely basis.

249. In addition, the deployment of Umoja in peacekeeping missions has presented a number of challenges, primarily related to the realignment of business practices with the principles of the Umoja solution. Concurrently, the Division continues to experience a significant workload volume commensurate with the characteristics of current missions and related reporting requirements. A Finance and Budget Officer (P-3) will strengthen the Division's capacity to provide policy guidance and coordination strategy on cross-cutting matters, including but not limited to the deployment of UE2 modules for SCM, budget formulation and resource requirements for service providers. The functions of the Finance and Budget Officer will include the design and testing of new processes in Umoja to ensure that financial and budgetary postings are in line with business requirements, as well as ongoing support during the first phase of implementation for defect resolution and training. The incumbent will also provide support for improvements to budget preparation tools, the presentation of budgetary reports and data and refinements of nomenclature to improve accuracy, as well as for the development of financial management reports to strengthen management and efficient utilization of resources. These responsibilities have grown in scope in recent years, reflecting expanded mandates and the development and implementation of modern business practices, such as Umoja, IPSAS and shared services.

(d) Justification of GTA positions

Accounts Division

Financial Reporting Service

Peacekeeping Accounts Section

1 Accountant (P-4) (accounting policy) (continuation)

250. The continued funding of 1 Accountant (P-4) position is proposed for the 2018/19 period. The continuation of this position in the Accounting Policy Unit is required to monitor and keep abreast with IPSAS developments and amendments; attend IPSAS Board meetings and produce reports for submission to the Controller; study proposals, including consultation papers, exposure drafts, recommended practice guidelines and other pronouncements; conduct impact analyses and prepare reports for management on emerging issues; and provide comments on exposure drafts and other pronouncements of the IPSAS Board through the system-wide Task Force on Accounting Standards. The Accountant will draft briefs, presentations and responses to oversight bodies and management (General Assembly, Management Committee, IPSAS Steering Committee, Independent Audit Advisory Committee, ACABQ, Fifth Committee, Board of Auditors and OIOS). The Accountant will update the IPSAS Policy Framework, evaluate and communicate its impact on peacekeeping operations and obtain feedback and comments from peacekeeping missions through workshops, meetings and correspondence. The Accountant will also keep corporate guidance, IPSAS training materials and other instruments up to date, in compliance with the IPSAS Policy Framework. The Accountant will provide support to the Peacekeeping Accounts Section in the preparation of the annual IPSAS financial statements and audits.

251. The Accountant will write the notes to the financial statements of peacekeeping operations, in particular note 3 on significant accounting policies, and will provide responses to observations of the Board of Auditors. The Accountant will also work with the Section to jointly respond to ad hoc enquiries from peacekeeping operations on the application of IPSAS policies.

Insurance and Disbursement Service

Health and Life Insurance Section

1 Benefits Assistant (GS (OL) (continuation)

252. The continuation of 1 Benefits Assistant (GS (OL)) position is proposed for the 2018/19 period. The Health and Life Insurance Section is responsible for the administration of the medical, dental and life insurance programmes of active and retired staff and their eligible household members. The Section manages the contract with the third-party administrators of the United Nations worldwide plan for international staff and of the medical insurance plan of local staff in field missions, and it coordinates between the various field offices and insurance carriers to resolve issues such as processing death claims for life insurance benefits and following up the status of claims.

253. Under the support account, the Section is presently supported by 1 Benefits Officer (P-4) post and 3 Benefits Assistant (GS (OL)) posts, as well as 1 GTA Benefits Assistant (GS (OL)) position. The Benefits Assistants are responsible for servicing clients in peacekeeping operations, including for the processing of health and life insurance applications of new staff, recording changes in family composition, responding to queries from staff members, family members and administrative offices, liaising with insurance carriers to resolve issues, processing death claims for

life insurance benefits and following up the status of claims. The Benefit Assistants are also responsible for servicing retirees who participate in United Nations health insurance plans, including a growing number of retirees who have retired from peacekeeping-funded positions. The Benefits Officer is responsible for oversight of the insurance programme for field staff, liaising with field human resources offices and the third-party administrator to resolve issues, reviewing the design of insurance plans and the experience of staff in filing claims, developing communication and educational campaigns with the administrator, conducting field visits and providing expert advice to staff and field offices regarding the insurance plans.

3. Office of Human Resources Management

(a) Results-based-budgeting framework

254. The mandate of OHRM was established by the General Assembly in its resolution 13 (I) and was recently extended in its resolutions 67/255, 68/252, 68/265, 70/244 and 70/286.

255. The functions of OHRM are set out in Secretary-General's bulletin ST/SGB/2011/4. The Office is comprised of the Office of Assistant Secretary-General, the Human Resources Policy Service, the Strategic Planning and Staffing Division, the Learning, Development and Human Resources Services Division and the Medical Services Division.

256. Major reform initiatives since the sixty-third session have focused on the priority areas of the contractual framework, including the harmonization of conditions of service; the talent management framework, in particular staffing and recruitment, including managed mobility; performance management; learning and career development; and more recently, the implementation of a new United Nations common system compensation package. Major reform is also under way in the area of staff health and well-being.

257. The Office will continue to implement the United Nations human resources reform agenda in field operations (see resolutions 63/250, 65/247 and 66/246), using the Inspira system; implement outreach and sourcing strategies through strengthened collaboration with Member States, departments, external organizations and other United Nations entities; identify high-quality candidates, with particular emphasis on finding optimal candidates for positions in field operations; and report to Member States on staff information regarding their respective nationals. Based on data analysis, specific job families will be targeted and mechanisms developed to monitor and assess the effectiveness of outreach activities. Given the target of reaching gender parity by 2030, outreach will have a strong focus on attracting women to job areas where parity gaps exist. Workforce segments and sources of potential talent under the staff selection and managed mobility system were launched in 2016.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Percentage of availability of online reports for Member States on human resources information for field operations	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Respond to all mission evacuation and deployment requests by delegating to field medical officers and providing governance (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Reduction in the number of days of sick leave (days)	Target	6.1	7.5	N/A	N/A
		Estimate		6.0	7.6	N/A
		Actual			6.3	7.6
	(iii) Peacekeeping operations achieve the targets set out in the strategic indicators of the human resources management scorecard	Target	100	100	100	100
		Estimate		N/A	N/A	N/A
		Actual			35	25

External factors

258. National institutions will be supportive of efforts to improve the local health environment and facilities at mission locations.

Outputs

259. During the period 1 July to 31 December 2018, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Substantive servicing of meetings	
1. Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations	2
Administrative support services	
Human resources management	
Human resources policy	
2. Representation of Secretary-General's position in cases involving peacekeeping staff at first-instance level in internal justice system (UNDT in New York, Nairobi and Geneva)	75
3. Processing of disciplinary matters referred for action by DFS	75
4. Written and oral policy advice to DFS, DPKO and field missions on human resources matters affecting staff serving in peacekeeping operations, including on pertinent policy framework and on development and interpretation of, and compliance with, applicable rules and regulations	90
5. Substantive support for strengthening of United Nations response to sexual exploitation and abuse and for other policies directly relevant to the field (days)	70
6. Support services for administration of field-related staff entitlements (actions)	355
7. Implementation of new common system compensation package approved in General Assembly resolution 70/244 and applicable to all internationally recruited staff members based in the field, including development of new salary scale for Field Service category	1
8. Development of streamlined, simplified and modernized human resources policy framework applicable to the field to expedite rapid deployment in emergencies and surge operations	1
9. Development and issuance of administrative instructions and information circulars on policy framework and conditions of service of field staff	28

Outputs	*Quantity*
10. Comprehensive and interim salary surveys for peacekeeping missions in consultation with local salary survey committees	8
11. Review of ad hoc DSA requests for field staff	9
Strategic planning and staffing	
12. Online and ad hoc reports to Member States and field operations on human resources information for field operations, including support for users in permanent missions	15
13. Guidance to peacekeeping missions and UNSOS on exercise of delegated authority for human resources management, including mission support visits	15
14. Information on human resources management scorecard reported for peacekeeping missions and UNSOS, including to Management Performance Board, Management Committee and Performance Review Group	15
15. Develop enhancements to mobility and career development framework to ensure it best meets needs of field operations	15
16. Provision of assessment expertise, methods, tools and technology to support screening and assessment of applicants to peacekeeping missions and UNSOS	15
17. Clearance and certification of Chief or equivalent functions in administration and human resources management in DFS and field operations	20
18. Outreach missions to identify candidates for field operations and for Headquarters support for peacekeeping operations (number of missions)	4
19. Language Competitive Examinations available in peacekeeping missions and UNSOS for staff members to certify their proficiency in any of the six official languages of the United Nations	15
20. Guidance on implementation of Inspira talent management system, using instruction manuals and other tools, to support peacekeeping operations	3
21. Designing, testing, implementing and communicating changes to Inspira talent management system to align it with needs of peacekeeping operations	10
22. Resolution of work for Inspira talent management system raised to address issues relevant to functions needed for peacekeeping operations	25
Learning, development and human resources service	
23. Consultations and guidance on various human resources-related issues with respect to staff members of peacekeeping operations, including conversion to continuing appointment and ICSC compensation review	1 400
24. Responses to requests related to termination of appointments owing to civilian staffing reviews, closure of peacekeeping missions, health reasons, outside activities, special leave with full/half pay, family support, waiver of privileges and immunities, administrative reviews and appeals and exceptions to Staff Regulations and Rules	150
Medical Service	
25. Development of United Nations standards to improve patient safety and quality of care in United Nations health-care facilities	1
26. 3 reports on on-site assessments of field mission medical facilities as per requests, and 1report on regional medical evacuation centre linked to peacekeeping missions	1
27. WebEx-based continuous medical education sessions for medical personnel in the field	5
28. Design and develop programme for improvement of mental health of all United Nations military and police personnel both before and after deployment	1
29. Provide active case management for staff who meet criteria of long sick leave	10
30. Oversight over medical clearance conducted in the field, medically clear military observers and United Nations Police staff for recruitment, pre-mission briefings and medical consultations and immunizations for staff travelling to field operations	9 000
31. Mental health counselling and consultations	125

Outputs	Quantity
32. Mission readiness and mobility-related training for field mission staff and staff planning to work in field missions	3
33. Deliver resilience-building training workshops for field mission staff and staff planning to work in field missions	3

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	–	2	14	8	2	**26**	1	17	–	–	**18**	**44**
	Proposed 2018/19	–	–	2	15	8	2	**27**	1	17	–	–	**18**	**45**
	Net change	–	–	–	**1**	–	–	**1**	–	–	–	–	–	**1**
Temporary positions	Approved 2017/18	–	–	–	2	1	–	**3**	–	–	–	–	–	**3**
	Proposed 2018/19	–	–	–	2	1	–	**3**	–	–	–	–	–	**3**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total OHRM	Approved 2017/18	–	–	2	16	9	2	**29**	1	17	–	–	**18**	**47**
	Proposed 2018/19	–	–	2	17	9	2	**30**	1	17	–	–	**18**	**48**
	Net change	–	–	–	**1**	–	–	**1**	–	–	–	–	–	**1**

(c) Justification of posts

Strategic Planning and Staffing Division

Establishment of 1 Programme Officer (P-4)

260. Under the System-wide Strategy on Gender Parity, launched by the Secretary-General in September 2017, OHRM supports EOSG in implementing its recommendations. The Strategy provides specific focus on the mission setting, including recommendations on improving the recruitment and retention of women in peacekeeping operations, on NPOs and on improving the conditions of service of mission personnel. Working with senior management and mission personnel, the Programme Officer (P-4) will coordinate this effort among various stakeholders.

261. The Programme Officer will develop, implement and evaluate the programmes and projects needed for peacekeeping operations and will operationalize recommendations and monitor and analyse programme and project development, including by advancing Organizational priorities related to sexual harassment and an inclusive and diverse workforce that takes into account gender and regional balance. In collaboration with the focal point for women in client offices, including peacekeeping missions, the Programme Officer will develop content for workshops and information sessions and assist in developing an action plan to manage change; coordinate policy development, in particular through review and analysis of current gender-related policies as needed, including via the website. The Programme Officer will organize and prepare written outputs, such as draft background papers, analysis, sections of reports and studies; provide substantive assistance; and assist other gender specialists, in particular senior leader gender champions appointed by the Secretary-General. The post requires specialized expertise in gender and related affairs and an understanding of field operations, in particular the ability to provide strategic

guidance and recommendations that take account of the unique setting of peacekeeping operations.

(d) Justification of GTA positions

Strategic Planning and Staffing Division

Staffing Service

1 Human Resources Officer (P-3) (Mobility) (continuation)

262. The Staffing Service comprises 1 (GS (OL)) post and 1 GTA Human Resources Officer (P-3) under the support account. The position was established in July 2010 to contribute to the formulation of the proposal on the refined managed mobility framework approved by the General Assembly in its resolution 68/265.

263. After launching POLNET in 2016 and ITECNET in 2017, the Office is undertaking a comprehensive review of the framework and is designing and implementing improvements to staff selection and the Organization's approach to mobility. This analysis, along with a proposed new approach to staffing and mobility, will be presented to the General Assembly at its seventy-third session. The Human Resources Officer will be responsible for supporting the review and the development and implementation of a new approach to mobility, and for ensuring that they are designed and executed for all peacekeeping operations and take into account the Organizational priorities of geographical balance, gender parity and enabling the United Nations, including peacekeeping missions to meet the commitments of the Convention on the Rights of Persons with Disabilities. This will include stakeholder consultations, communications, designing of procedures and support for programme managers and for local human resources functions in peacekeeping operations to help them understand changes to the staff selection system and ensure that their needs and perspectives are taken into account.

Planning, Monitoring and Reporting Service

1 Operations Manager (P-4) (HR Insight) (continuation)

264. The Planning, Monitoring and Reporting Service comprises of 4 posts (1 P-5, 1 P-4 and 2 P-3) and 1 GTA HR Insight Operations Manager (P-4) position under the support account. The HR Insight Operations Manager is responsible for the overall implementation of the HR Insight tool and its ongoing enhancements requested by human resources communities, executive management and Member States; leading the analysis and documentation of the Organization's business needs in reporting; overseeing improvements to the HR Insight design from the perspective of stakeholders; assisting in the design of data dimensions; and ensuring integration with the Inspira and Umoja systems for data exchange and report generation. As Umoja continues with its UE2 and ICSC deployments and its data becomes rich in the new application, it will be critical to ensure that HR Insight continues to support key reporting to Member States, executive management and human resources practitioners.

265. The HR Insight Operations Manager is also responsible for ensuring data quality and integrity in HR Insight; managing the new requirements of human resources reporting across all human resources data sources, such as legacy data from IMIS, Inspira and Umoja; continuing to assist in the delivery of key human resources reports, including the composition report, the report on gratis personnel, consultants and retirees and monthly workforce statistics; strengthening business analytics and enhancing human resources information management for better decision-making; responding to the Member State requests for more trend analysis of human resources

matters; and supporting critical reporting and provision of statistical data to Member States.

Medical Service Division

1 Medical Officer (P-4) (Medical Quality and Safety) (continuation)

266. A GTA position (P-4) for Medical Officer (Medical Quality and Safety) was approved in the 2016/17 period to support the development and implementation of a framework for managing the performance of health-care services in peacekeeping operations. It is proposed that the position be continued for the implementation of the phase 3 of the project.

267. Substantial work on development of a United Nations manual on health-care quality and patient safety and an implementation guide has been completed over the past year. The manual and implementation guide along with appropriate assessment tools are now ready for a consultative process with Member States, after which they will be rolled out to all health-care facilities in peacekeeping missions (phase 3). In addition to rolling out phase 3, the P-4 Medical Quality and Safety Officer will also be essential for implementing health-care standards in peacekeeping operations.

4. Office of Central Support Services

(a) Results-based-budgeting framework

268. In contrast to other support functions, the Archives and Records Management Section workload increases during and after mission liquidation and transition, because at this stage in the mission life cycle the Section takes custody of information, records and archives from peacekeeping operations, DPKO and DFS, along with the responsibility and accountability for long-term management of these invaluable assets.

269. The last 15 years have seen a rapid increase in the volume of digital information generated by peacekeeping operations; it is pervasive, changing and ubiquitous and continues to expand in volume and complexity. Digital information and records are core commodities for peacekeeping operations. However, digital materials are fragile; software and hardware platforms change and the long chains of interdependence on which they depend are complicated and fluid; digital storage media itself can even decay. Resources, including expertise in the new professional domain of digital preservation, are required to protect and stabilize or "future-proof" peacekeeping information that must outlive technology changes.

270. In the 2018/19 period, the Archives and Records Management Section will continue to deliver its core information and records management services and support to peacekeeping missions and will also, in response to three very immediate challenges related to digital information and records:

(a) Identify, process and retain the very small percentage of digital records of enduring value. The records must be future-proofed so that the right information is available to the right people at the right time in the right format now and in the future. The greater the importance of digital materials, the greater the need for their preservation; several vital peacekeeping data sets are digitally endangered and require immediate preservation and protection;

(b) Apply records retention policy and trustworthy processes to identify and actively remove a minimum of 1.5 terabytes of obsolete and inactive data from DFS global servers to eliminate unnecessary software, hardware, storage and maintenance costs;

(c) Respond to Member State requests for flexible, practical, scalable support. The Section's current tools and guidance will be revised to take into account the realities of the peacekeeping operations environment, based on good practice and in ways that are practical and proportionate to the given circumstances. The work of the Section with field missions is fully coordinated with DPKO, DFS and other Secretariat offices, as needed.

271. The Commercial Activities Service is responsible for the provision of efficient, cost-effective and high-quality services and products to peacekeeping operations, covering travel and transportation, archives and record-keeping, and pouch and mail services. The priorities and challenges that are anticipated for the 2018/19 period for the Service include the continued management of the enhanced electronic United Nations Laissez-Passer; continued stabilization of the Umoja travel platform, including standardization of travel processes with a focus on peacekeeping-specific requirements given the extension of the travel module to all personnel at missions; establishment of business intelligence reports for travel; provision of policy and implementation advice on travel-related issues; continued monitoring of new systems contracts for freight-forwarding for uniformed personnel; continued improvement in business processes, continued promotion of, and assistance to, peacekeeping missions in the implementation of the mail and pouch shipping and tracking system; provision of information management advisory services; preservation of electronic records; cost-efficient storage of electronic and paper peacekeeping records; and provision of authorized access to peacekeeping records and archives. The Service will continue to support Umoja in the global implementation of its business change practices in the affected areas.

272. The Procurement Division will continue to provide support to DFS and field operations by undertaking and conducting procurement activities within the framework of the Financial Regulations and Rules of the United Nations. The priorities and challenges anticipated for the 2018/19 period include the implementation of SCM reform initiatives that strengthen responsiveness to the needs of the field while complying with fundamental principles of procurement (best value for money; fairness, integrity and transparency; effective international competition; and the interest of the United Nations). In addition, the Division expects a continuing requirement to provide strategic and operational Umoja support to procurement teams worldwide.

273. During the 2018/19 period, the Division will continue to build on and expand recently launched procurement initiatives, such as the updated acquisition methodology in air charter (request for proposal) and the modern turnkey approach to fuel arrangements in the field. The Division will also continue to expand the e-tendering pilot and, contingent upon its successful evaluation, mainstream the programme. To complement its strategic procurement operations, the Division will continue to deploy an effective policy capability to remain abreast of best practices in the industry, characterized by measures such as its robust training and professionalization programme, the effective compliance monitoring of transactions at Headquarters and in the field and the fostering of accountability.

274. The Facilities Management Service will continue to provide a high-quality working environment at Headquarters and policy advice on facilities management matters that have specific implications for field missions. In line with its overall responsibility for property management, the Service will support peacekeeping operations in the establishment of property management policies, procedures, training and internal control mechanisms that meet their specific needs. To enable the implementation of IPSAS and roll-out of Umoja functionalities, the Property Management Unit will provide global support in material data governance and establish a Secretariat-wide compliance monitoring system.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to Security Council, General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Increase in percentage of peacekeeping-related records that Archives and Records Management Section takes custody of, protects, preserves and makes available under rules to Member States to support decision-making (percentage)	Target	45	N/A	N/A	N/A
		Estimate		40	N/A	N/A
		Actual			N/A	N/A
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (percentage)	Target	92	91	91	90
		Estimate		91	91	90
		Actual			91	90
	(ii) Positive feedback on surveys of users of travel and transportation services (percentage)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			95	95
	(iii) Increased percentage of peacekeeping operations employing standard policies, tools and technical standards for information and records management (paper and digital records) (percentage)	Target	75	75	70	70
		Estimate		75	70	70
		Actual			70	70
	(iv) Standard office accommodations are provided to all new and existing personnel funded from the support account at Headquarters	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(v) Average time for review of local procurement authority requests less than or equal to 8 days	Target	8	8	8	8
		Estimate		8	8	8
		Actual			7.5	7.6
	(vi) Average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases, less than or equal to 25 days	Target	25	25	25	25
		Estimate		25	25	25
		Actual			20.0	22.5

External factors

275. Contracted couriers will process shipments on a timely basis; developments in the airline and shipping industries will continue to affect negotiation of favourable agreements and/or contracts; vendors will participate in business seminars and apply for registration.

Outputs

276. During the period 1 July to 31 December 2018, the following outputs will be delivered.

Outputs	*Quantity*
Administrative support services	
Mail operations services: screening and delivery of incoming and outgoing mail and valises to DPKO, DFS and all peacekeeping operations:	
1. Servicing postal mail (pieces)	255 000
2. Servicing pouch (pounds)	20 000
3. Servicing pouch mail (valises)	135
Travel services	
4. Negotiation or renegotiation of airline agreements to reduce costs to field missions	23
5. Responses to requests for guidance relating to specific air travel implementation and shipments policies and procedures provided to peacekeeping missions	600
6. Processing of travel authorizations	1 500
7. Processing of United Nations travel documents	3 250
8. Processing of requests for visas	650
9. Processing of host-country registrations	400
10. Entitlement calculations of lump-sum home leave travel requests for DPKO and DFS staff members at Headquarters	150
11. Provision of VTC sessions with travel units of peacekeeping missions in relation to ongoing changes in the travel and shipment industries and, Umoja travel processes and issues	12
12. Hosting of an annual conference for travel managers from peacekeeping missions to assist with travel policy interpretation and Umoja Travel module topics	1
Facilities management	
13. Training sessions and outreach initiatives for property managers across offices away from Headquarters, regional commissions and field missions	1
14. Number of service requests for spaces in order to meet changing needs of Organization	30
Archives and records management	
Capacity-building and direct field support:	
15. Development of guidance to peacekeeping operations on records and information management that is current, relevant and fit-for-purpose	3
16. Community of practice (monthly VTCs) for all peacekeeping operations information management focal points facilitated by Archive and Records Management Section	6
17. Biennial information/records management workshop delivered for all peacekeeping operations information management focal points; improved mission capability to implement records management requirements	1
18. Assessment mission with recommendations and continuing distance support to establish/improve records and information management during maintenance and/or transition: UNAMID and MINUSMA	2
Provision of reference services	
19. Responses to research and access requests for peacekeeping records and archives are made within the target deadline (hours)	12
20. Use of Organization's peacekeeping archives increases by 5 per cent as a result of an outreach campaign: online catalogues, thematic guides, exhibits, social media feed (campaign)	1
Management and preservation of digital peacekeeping operations information	
21. Maintenance and preservation of additional peacekeeping operations digital records and archives transferred to the Archives and Records Management Section in 2018/19 (terabyte)	2
22. Maintain Archives and Records Management Section receiving process for digital records in compliance with requirements for secure, documented receipt and application of retention policy (business process)	1

Outputs	*Quantity*
23. Provide scalable, secure and stable technology infrastructure for storage and protection of additional volume of digital archives (infrastructure)	1
24. Digitally endangered data sets (UNMISET Serious Crimes Unit (2005) under Security Council resolution 1599 (2005) and UNMIK Department of Justice/Office of Missing Persons and Forensics and Kosovo Property Agency (1999–2008)) restored and preserved (data set)	1
25. Formulation of business case to set out strategy, process and procedures for digital preservation system to allow standardized method of transferring digital peacekeeping operations records to custody of Archives and Records Management Section upon transition and/or liquidation	1
26. Solicit a request for expressions of interest and a request for proposals for a digital preservation system to future-proof United Nations peacekeeping archives for accessibility and retrievability	1
27. Technical chain of custody processing of digital records from MINUSTAH and UNMIL done, security copies made and data secured	1
28. Application of approved retention policy by Archives and Records Management Section to DFS-managed decommissioned data sets leads to disposal of obsolete data, reducing storage and maintenance costs (terabytes)	0.75
Management and preservation of paper peacekeeping records	
29. Maintain and indefinitely preserve new paper records and archives received in 2018/19 (boxes)	2 350
Procurement Service	
30. Staff trained in courses on supply and value chain management and contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses	18
31. Issuance of purchase orders in support of peacekeeping operations	750
32. Staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars	15
33. Issuance of systems and regular contracts, including amendments in support of peacekeeping operations	290
34. Staff at Headquarters and in field operations trained in procurement courses offered at online procurement training campus	50
35. Organization of business seminars for developing countries and countries with economies in transition and training of 10 staff members from chambers of commerce on procedures for vendor registration (number of locations)	13
36. Review of level 1 and level 2 supplier qualification level requests	600
37. New international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment vehicles and material handling equipment, fuel, rations, general supplies, medical and security equipment and services, and information technology and communications requirements	36
38. New international tenders launched in support of peacekeeping missions in relation to passengers and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services	85
39. Site visits, bidders conferences and contract negotiations prior to awarding of contracts for new tenders launched, participation in 2 trade and industry fairs	11
40. Review of local procurement authority requests and local committees on contracts/Headquarters Committee on Contracts cases in which the threshold for the peacekeeping missions' delegation of procurement authority has been exceeded	150
41. Procurement assistance visits	3
42. Technical review and administrative support of established high-value and complex systems contracts in major commodity groups of vehicles, fuel, rations, engineering, long-term freight-forwarding, long-term air charter, supplies, logistics and ICT	143

Outputs	*Quantity*
Other substantive activities	
Good offices, fact-finding and other special missions	
43 Market surveys, assistance to DFS on commercial negotiations and review of 100 letters of assist/Headquarters Committee on Contracts cases from DFS for deployment, rotation and repatriation of troops and COE and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions	100
44 Performance of cargo insurance requests and claims, shipping authorizations and import customs clearances	125

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	1	5	18	27	6	**57**	2	25	–	–	**27**	**84**
	Proposed 2018/19	–	1	5	18	27	6	**57**	2	25	–	–	**27**	**84**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2017/18	–	–	–	–	–	–	–	–	1	–	–	**1**	**1**
	Proposed 2018/19	–	–	–	–	–	–	–	–	1	–	–	**1**	**1**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total OCSS	Approved 2017/18	–	1	5	18	27	6	**57**	2	26	–	–	**28**	**85**
	Proposed 2018/19	–	1	5	18	27	6	**57**	2	26	–	–	**28**	**85**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of GTA positions

Procurement Division

Procurement Management Section

Vendor Registration and Management Team

Procurement Assistant (GS (OL)) (continuation)

277. The current staffing establishment of the Vendor Registration and Management Team comprises 7 posts (1 P-4, 3 P-3, 1 P-2 and 2 GS (OL)) and 1 GTA position (GS (OL)) funded from the support account.

278. The Team is responsible for maintaining and managing the United Nations vendor roster, undertaking vendor due diligence, carrying out administrative functions in support of the Vendor Review Committee and undertaking outreach efforts to source new vendors in order to expand the existing vendor roster to cover a wider geographical area so that the Division can achieve its principle of effective international competition. The Team has continued to provide Secretariat-wide services with regard to quality control of vendor records, implementation of relevant policy and administration of the secretariat of the Vendor Review Committee. The centralization of the vendor roster and its use by the entire United Nations Secretariat has resulted in a considerable increase in administrative actions relating to vendor management. In 2017, the Team handled 92 special approval request cases, of which 33 were related to peacekeeping operations, compared with a total of 62 cases in 2015.

The total number of suppliers registered with the Secretariat stood at more than 114,000 in 2017, compared with 64,000 in 2015.

279. In this context, it is proposed that the GTA position of Procurement Assistant (GS (OL)) be continued. The incumbent would provide vendor registration support to procurement officers, administer the supplier register inbox, review vendor applications and support other administrative tasks related to vendors.

5. Office of Information and Communications Technology

(a) Results-based-budgeting framework

280. OICT provides central leadership for the establishment and implementation of Organization-wide ICT standards and activities to ensure the efficient utilization of resources, the modernization of information systems and improvement in the ICT services available to the United Nations. The Office is responsible for setting the overall strategic ICT direction for the Organization, planning and coordinating Secretariat-wide ICT initiatives and providing enterprise systems and infrastructure with a view to achieving coherence and coordination in ICT work between the Secretariat and the funds, programmes and specialized agencies.

281. The Office is also responsible for the development and implementation of the ICT strategy, which was outlined in the report of the Secretary-General on information and communications technology in the United Nations (A/69/517). The ICT strategy, as approved by the General Assembly in its resolution 69/262, is based on a thorough analysis of the business environment. Progress in a number of areas over the first and second years of implementation was reported to the Assembly at its seventieth (A/70/364 and Corr.1) and seventy-first sessions (A/71/400), and subsequently approved in its resolutions 70/248 A and 71/272 B. The transformational initiatives outlined in the ICT strategy are aligned with the priorities of the Organization, including ongoing support for Umoja, Inspira, the troop-contribution management solution, the enterprise identity management system, the contact database for the United Nations Operations and Crisis Centre and other enterprise applications. In addition, the Office develops and supports specific applications for peacekeeping operations, namely, the electronic fuel management system and the electronic rations management system.

282. The Office will continue to carry out a number of important initiatives that have a direct impact on the effectiveness and efficiency of peacekeeping operations. The Office takes measures to address the priorities identified by the Board of Auditors in its report on progress in the handling of ICT affairs in the Secretariat (A/70/581), in particular with regard to clarifying the role and authority of the Chief Information Technology Officer in field operations, the timetable for implementing the ICT strategy and formalizing corporate ICT policies and procedures and establishing a robust compliance framework.

283. During the 2018/19 period, OICT will focus on the deployment of, and support for, peacekeeping-specific systems. A programme of activities has already been launched, covering (a) ICT infrastructure, including, among other things, the means to enable secure and adequate connectivity to the enterprise data centres in Valencia and Brindisi; (b) the standardization of processes and tools to be used by local help desks to provide effective support to users of Umoja and Inspira; (c) ongoing implementation and support of solutions to manage troop contributions (customer relationship management/troop contribution management), fuel, rations, the enterprise identity management system and the United Nations Operations and Crisis Centre; (d) compliance checks, information security assessments and strengthening of the security posture; and (e) the coordination of disaster recovery planning activities.

284. The Office and the Information and Communications Technology Division of DFS are working collaboratively to install, test and manage the complex array of infrastructure required by peacekeeping-specific systems in Valencia and Brindisi. The Office will continue to work closely with DFS and focus on the strategic initiatives, including ICT architecture and standard-setting efforts; planning and implementation of major infrastructure improvements for the field; development, implementation of and support for Organization-wide and major shared applications; integrated IT project management support activities; coordination of disaster recovery and business continuity planning for the field; planning of ICT investments in line with strategy and priorities; and strategic oversight of ICT-related functions at UNLB, including review and approval of strategic direction, technical architecture and design, and infrastructure improvements.

Expected accomplishment and indicator of achievement

Expected accomplishment of the Secretariat	*Indicator of achievement*		*Performance measures*			
			2018/19	*2017/18*	*2016/17*	*2015/16*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) 99 per cent availability of established ICT infrastructure at Headquarters and existing enterprise information systems to Headquarters and all peacekeeping operations (percentage)	Target	99	99	99	99
		Estimate		99	99	99
		Actual				99

External factors

285. Issuance of visas, security considerations or operational constraints in peacekeeping operations will enable the successful implementation of approved IT solutions in the field.

Outputs

286. During the period 1 July to 31 December 2018, the following outputs will be delivered.

Outputs	*Quantity*
Administrative support services	
Overall management	
1. Implementation of and support for electronic fuel and rations management solutions in 2 additional peacekeeping operations	2
2. Porting of electronic fuel management solution from Windows CE to Android mobile platform	1
3. Provision of support for enterprise identity management system to users at Headquarters and in the field	1
4. Provision of support for contact database application to users at Headquarters and in the field	1
5. Implementation of second major release of customer relationship management application for troop-contribution management in 3 peacekeeping operations, adding the mobile component to eliminate paper-based inspection in the field	3
6. Unite service desk and production support for Umoja, Inspira and other enterprise applications, including enhancements to talent management, performance management and learning management modules in Inspira for use in all peacekeeping operations	1

Outputs	*Quantity*
7 Training on new features and changes to Inspira provided to human resources officers in peacekeeping operations	4
8 Establishment of a common platform for management of information security efforts for the Secretariat in accordance with General Assembly resolutions	1

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	–	–	4	7	4	**15**	4	11	–	–	**15**	**30**
	Proposed 2018/19	–	–	–	4	7	4	**15**	4	11	–	–	**15**	**30**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Temporary positions	Approved 2017/18	–	–	–	1	3	–	**4**	–	–	–	–	–	**4**
	Proposed 2018/19	–	–	–	1	3	–	**4**	–	–	–	–	–	**4**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total OICT	Approved 2017/18	–	–	–	5	10	4	**19**	4	11	–	–	**15**	**34**
	Proposed 2018/19	–	–	–	5	10	4	**19**	4	11	–	–	**15**	**34**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of GTA positions

Enterprise applications centre: Bangkok

Electronic rations management system

1 Project Manager (P-4) (continuation)

287. The eRMS project aims to provide full transparency of the food supply chain, monitor consumption and prevent waste and misappropriation. More than $101 million was recorded through the system for the calendar year 2017.

288. The solution is leveraging the SAP back-end and the Siebel front-end, which are both enterprise platforms supporting multiple business processes of the Secretariat. The development of release 1 was done during the 2013/14 period. The first pilot was completed in the 2014/15 period. Lessons learned and critical changes resulting from the pilot phase were implemented during the 2015/16 period and roll-out began with four peacekeeping operations in the 2016/17 period. The roll-out will continue in the 2018/19 period.

289. Each eRMS implementation is a specific project including activities such as analysing business processes, re-engineering existing processes, data-mapping, configuring mission recipes data, testing, preparing training material/data/equipment, delivering training courses, going live and coaching the users. In other words, each implementation is not a replication of a previous implementation because the business processes are not equal from one mission to another.

290. The GTA Project Manager (P-4) has been the only position managing the eRMS project since July 2014. Given the continuous need to lead the team, interface with the field missions and with the Logistics Support Division/DFS and coordinate the work of 6 contractors in support of the missions and the implementation of additional

projects, it is proposed to continue this position. Project resources and responsibilities include:

- 1 Project Manager (P-4): lead team, interface with field missions and Logistics Support Division/DFS, coordinate the work of 6 contractors
- 4 contractors: application support to 8 peacekeeping operations where the solution will be running in the 2018/19 period
- 2 contractors: business analysis, system analysis, operations, monitoring and implementation of eRMS in peacekeeping operations.

Electronic fuel management system

1 Information Systems Officer (P-3) (continuation)

291. The eFMS project aims to provide full transparency of the fuel supply chain, monitor consumption and help detect misappropriation. The volume recorded in the system for the calendar year represented more than 640 million litters for the calendar year 2017.

292. The first release of eFMS was finalized and the pilot completed in MINUSTAH in 2012. The second release was delivered during the 2012/13 period and achieved an even higher level of automation, further reducing manual data entry and almost eliminating data-input errors. Implementations of the second release were completed in ONUCI, UNIFIL, UNMISS, MINUSMA, MONUSCO, UNMIL, UNAMID and UNISFA, UNFICYP, MINUSCA, UNLB. Despite operational constraints in the field, OICT continues to work towards the target of completing the deployment of eFMS to all peacekeeping operations by the end of the 2017/18 period.

293. During the 2018/19 period, OICT will implement the porting of the solution to the Android platform. Mobile technology evolves every 6 months and the Secretariat must keep eFMS software compatible with the most recent hardware in order to ensure the sustainability of the solution.

294. The GTA Information Systems Officer (P-3) position has been the only position supporting the eFMS project since July 2011. Given the continuous need to interact with stakeholders, act as focal point for the peacekeeping operations, define eFMS interfaces with local applications at each field mission and coordinate the work of 6 contractors in support of 13 peacekeeping operations and the implementation of additional projects, it is proposed to continue this position. Project resources and work areas, should the request be approved, include:

- 1 Information Systems Officer (P-3): interact with stakeholders, define interfaces with local field applications, coordinate the work of 6 contractors
- 5 contractors: application support for Headquarters/DFS and 13 peacekeeping operations on two shifts
- 1 contractor: porting the solution from Windows CE to the Android mobile platform.

Enterprise applications centre: Bangkok (Centre's New York capacity)

Troop-contribution management: COE application

1 Information Systems Officer(P-3) (continuation)

295. The customer relationship management solution for troop-contribution management has automated the data import of memorandum of understanding and inspection processes for COE in peacekeeping operations. The system has proven to facilitate information flow between administrators and the field, quick access to

inspection data and faster reimbursement to troop-contributing countries. The first release of the customer relationship management solution for troop-contribution management was implemented in the 2010/11 period and since then it has been successfully deployed to all peacekeeping missions.

296. The current plan includes the deployment of the mobile release for field inspection, which will further reduce the manual tasks that the inspectors currently perform; future plans include integration with Umoja for the calculation of reimbursement and payment.

297. The GTA Information Systems Officer (P-3) position has been the only position managing the customer relationship management project since July 2011. Given the continuous need to ensure the planning and coordination of the work of 8 contractors for application support to 13 field operations on two shifts of eight hours each, and of 1 contractor for the implementation of the mobile release, including bug-fixing, functional and integration testing, training and enhancements, it is proposed to continue this position. Resources and responsibilities include:

- 1 Information Systems Officer (P-3): planning and coordination of the work of 9 contractors
- 8 contractors: application support to 13 peacekeeping operations and Headquarters/DFS users on 2 shifts of 8 hours each
- 1 contractor: monitoring and implementation of the mobile release, including bug-fixing, functional and integration testing, training and enhancements.

Enterprise applications centre: New York

Inspira

1 Business Analyst (P-3) (continuation)

298. The Business Analyst documents business process and functional requirements for new features and changes to existing modules, defines test plans and leads the preparation of test scripts and training materials, with particular emphasis on field staff. The Business Analyst oversees the preparation and coordination of user acceptance testing, ensures smooth transition to production for new features and enhancements and coordinates post-production support activities.

299. Following the delivery of the Inspira modules, the role of the Business Analyst involves significant work on field-specific features. In this regard, during the 2018/19 period, work will include improving the Inspira interface to make it a smarter recruiting tool. This will help reduce the duration of the recruiting cycles. The Business Analyst will continue designing additional interfaces with Umoja, further improving the efficiency of field recruitment processes. The Business Analyst will also work to make Inspira accessible for visually impaired individuals who wish to apply for jobs. Therefore, it is proposed to continue the Business Analyst (P-3) for the 2018/19 period.

6. Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	39 855.9	41 532.4	20 700.4	(20 832.0)	(50.2)
II. Non-post resources					
GTA	4 317.1	1 713.1	829.9	(883.2)	(51.6)
Consultants and consulting services	2 240.8	524.1	262.1	(262.0)	(50.0)
Official travel	1 212.4	1 114.6	597.9	(516.7)	(46.4)
Facilities and infrastructure	24 471.2	20 956.1	10 593.0	(10 363.1)	(49.5)
Ground transportation	3.7	—	—	—	—
Air operations	0.2	—	—	—	—
Communications and information technology	5 776.3	6 033.8	3 125.7	(2 908.1)	(48.2)
Medical	62.6	100.0	25.0	(75.0)	(75.0)
Other supplies, services and equipment	10 889.8	10 822.8	5 736.9	(5 085.9)	(47.0)
Subtotal, II	**48 974.1**	**41 264.5**	**21 170.5**	**(20 094.0)**	**(48.7)**
Total, I and II	**88 830.0**	**82 796.9**	**41 870.9**	**(40 926.0)**	**(49.4)**
Enterprise resources planning[a]	16 830.4	25 038.3	28 859.1	3 820.8	15.3
Information and systems security[b]	798.7	821.5	821.5	—	—
Global service delivery model project[c,d]	—	868.5	1 302.8	434.3	50.0
Peacekeeping cross-cutting initiatives[e]	—	—	2 452.8	2 452.8	—
Grand total	**106 459.1**	**109 525.2**	**75 307.1**	**(34 218.1)**	**(31.2)**

[a] Details provided in para. 19.

[b] Details provided in para. 20.

[c] Details provided in para. 22.

[d] The amount of $9.9 million for global shared service centres is shown under DFS as this responsibility will be transferred from DM to DOS as of 1 January 2019.

[e] Details provided in para. 24.

(a) Analysis of financial resource requirements[f]

300. The provisions below cover the proposed post and non-post resources for the period 1 July to 31 December 2018. The decreased requirements are attributable primarily to the fact that the proposed provisions cover the six-month period 1 July to 31 December 2018 whereas these provisions are compared with the approved resources for the full 2017/18 period. In line with the Secretary-General's management reform proposals, DFS and DM are proposed to be restructured into DOS and DMSPC as of 1 January 2019. The proposed budget provisions for the period 1 January to 30 June 2019 are reflected in the new Departments.

Post resources

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	1 827.1	1 769.4	928.5	(840.9)	(47.5)
OPPBA	15 274.9	15 868.1	7 953.9	(7 914.2)	(49.9)
OHRM	6 610.4	6 727.6	3 360.4	(3 367.2)	(50.1)
OCSS	12 235.4	13 139.2	6 492.8	(6 646.4)	(50.6)
OICT	3 908.1	4 028.1	1 964.8	(2 063.3)	(51.2)
Total	**39 855.9**	**41 532.4**	**20 700.4**	**(20 832.0)**	**(50.2)**

301. The provision would cover the salaries, common staff costs and staff assessments for the 275 posts for the period 1 July to 31 December 2018.

302. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, for the first six months of the budget period, the following factors had an impact on the proposed provision: (a) the application of higher vacancy factors, (b) the updated standard salary cost offset in part by (c) the higher estimation for common staff costs, and (d) the proposed establishment of 1 P-4 post in OHRM and 1 P-3 post in the Office of Under-Secretary-General for Management and the conversion of 2 P-3 temporary assistance positions to posts in OPPBA.

GTA

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	431.6	83.9	41.7	(42.2)	(50.3)
OPPBA	1 236.3	490.2	126.4	(363.8)	(74.2)
OHRM	1 437.0	491.4	246.6	(244.8)	(49.8)
OCSS	141.0	89.7	134.0	44.3	49.4
OICT	1 071.2	557.9	281.2	(276.7)	(49.6)
Total	**4 317.1**	**1 713.1**	**829.9**	**(883.2)**	**(51.6)**

303. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 10 GTA positions and the replacement of staff on maternity or sick leave (1.5 person-months for staff in the Professional category and 1.5 person-months for staff in the General Service category) for the period 1 July to 31 December 2018.

304. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, for the first six months of the budget period, the following factors had an impact on the proposed provision. The increased requirements are attributable primarily to (a) the proposed establishment of 1 P-3 position in the Office of the Under-Secretary-General and 10 person-months of 1 P-4 position in the Archives and Record Management Section of OCSS, (b) the higher estimation for

common staff costs offset in part by (c) the application of higher vacancy factors, (d) the updated standard salary costs and (e) the proposed conversion of 2 P-3 temporary assistance positions to posts in OPPBA.

305. In the Archives and Record Management Section of OCSS, 10 person-months of 1 GTA Information Management Officer (P-4) position is proposed to develop a technology plan and business case to preserve peacekeeping archives. Of this amount, 5 months is provisioned under the current structure and an additional 5 months for the second half of the 2018/19 period is provisioned under the Division of Administration, DOS, in New York based on the restructuring of the Department.

306. The business case will elaborate why and how the Secretariat should meet the goal of being able to accurately render authenticated content over time. The plan will recognize financial constraints and current Secretariat technologies will be used to the extent possible for preservation. The Information Management Officer will also prepare requests for expressions of interest and requests for proposals for "add-on" preservation technology, including a fully secure preservation repository. The approach will be to target practical, attainable levels of preservation that reflect best practice and that meet requirements in relation to the value of the archives. The Information Management Officer will also take immediate action to preserve two digitally endangered datasets: the records of the UNMISET Serious Crimes Unit preserved under Security Council resolution 1599 (2005) and the records of the UNMIK Department of Justice/Office of Missing Persons and Forensics and the Kosovo Property Agency (1999–2008). This will entail detail analysis and discovery and identifying and implementing the best technical strategy and preparing a day-forward data maintenance plan.

Consultants and consulting services

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	0.1	32.6	16.3	(16.3)	(50.0)
OPPBA	1 040.1	143.8	71.9	(71.9)	(50.0)
OHRM	176.1	321.3	160.7	(160.6)	(50.0)
OCSS	66.2	26.4	13.2	(13.2)	(50.0)
OICT	958.3	–	–	–	–
Total	**2 240.8**	**524.1**	**262.1**	**(262.0)**	**(50.0)**

307. An amount of $256,100 is proposed for the engagement of consultants to independently review procurement challenges; provide IPSAS accounting guidance during the implementation of the Umoja SCM module in the field; assess, update and develop business requirements on talent management; work on the human resources portal and psychometric concepts; and archive security screening.

308. An amount of $6,000 is also proposed for the engagement of consultants to conduct training for the Procurement Division on business seminars, financial evaluation, vendor registration and engagement with vendors.

309. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives.

Official travel

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Office of the Under-Secretary-General	94.0	93.6	82.4	(11.2)	(12.0)
OPPBA	247.7	281.3	145.3	(136.0)	(48.3)
OHRM	102.1	102.6	51.5	(51.1)	(49.8)
OCSS	495.9	422.7	211.5	(211.2)	(50.0)
OICT	272.7	214.4	107.2	(107.2)	(50.0)
Total	**1 212.4**	**1 114.6**	**597.9**	**(516.7)**	**(46.4)**

310. An amount of $492,300 is proposed for travel to undertake field visits to implement mandated activities of the Department, including but not limited to conduct consultation visits to monitor compliance and provide guidance to peacekeeping operations, in particular on internal control issues, providing guidance on budget preparation and familiarization, conduct of outreach activities, conduct of reviews of procurement activities, on-site bidders conferences and implementation of ICT applications.

311. An amount of $105,600 is proposed to undertake training activities at Headquarters and in the field, including courses for members of local committees on contracts and local property survey boards in four field locations; external IT training; conduct psychosocial assessments; SCM, IT service and product procurement, financial evaluation of vendors; and implementation of the fixed assets framework in field missions.

312. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, for the first six months of the budget period, the following factors had an impact on the proposed provision: the need of the Office of the Under-Secretary-General to meet with the senior leadership of field missions, senior representatives of Member States and senior officials of the United Nations system to discuss policies, support strategies, diversity and to meet with mission staff to enhance awareness about various policies promulgated by DM.

Facilities and infrastructure

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Office of the Under-Secretary-General	25.4	23.9	30.7	6.8	28.5
OPPBA	2.7	–	–	–	–
OHRM	16.0	–	–	–	–
OCSS	24 107.3	20 932.2	10 562.3	(10 369.9)	(49.5)
OICT	319.8	–	–	–	–
Total	**24 471.2**	**20 956.1**	**10 593.0**	**(10 363.1)**	**(49.5)**

313. An amount of $30,700 is proposed to provide for the acquisition of office supplies for DM for the period 1 July to 31 December 2018.

314. An amount of $10,562,300 is proposed for the standard rental of premises and for alterations, improvements and furniture centrally administered by OCSS on behalf of all posts and positions located in New York for the period 1 July to 31 December 2018.

315. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives.

Communications and information technology

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	1 385.4	1 072.5	559.7	(512.8)	(47.8)
OPPBA	351.9	517.4	271.9	(245.5)	(47.4)
OHRM	129.8	–	25.0	25.0	–
OCSS	698.8	430.1	228.9	(201.2)	(46.8)
OICT	3 210.4	4 013.8	2 040.2	(1 973.6)	(49.2)
Total	**5 776.3**	**6 033.8**	**3 125.7**	**(2 908.1)**	**(48.2)**

316. In the Office of the Under-Secretary-General, an amount of $559,700 is proposed for the maintenance and reparation of IT equipment based on the standard service-level agreements established by OICT; the support account share of central IT infrastructure costs; the acquisition of new and the replacement of obsolete standard IT equipment; and managed output service.

317. In OPPBA, an amount of $271,900 is proposed for the acquisition of software licences and fees to meet peacekeeping business needs. The software licences and fees are for the maintenance and support of existing financial software and systems, including the Bloomberg Asset and Investment Manager application, which is utilized for portfolio risk management, and SWIFT, which is the interbanking transfer application. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, for the first six months of the budget period, the Bloomberg Asset and Investment Manager application/subscription had an impact on the amount owing to a new licence being required for compliance functions.

318. In OHRM, an amount of $25,000 is proposed for the acquisition of licenses and fees to support the credentialing of military medical personnel before deployment to field missions. This is a core requirement to ensure that medical personnel deployed are certified and licensed. The Medical Services Division has commenced this process since early 2018. The fund will enable this process to be efficiently and rigorously implemented, ensuring that point-of-source verification is completed in a timely manner. This will be an ongoing need and may incur recurring costs once the initial software is installed.

319. In OCSS, an amount of $228,900 is proposed for the acquisition of various non-standard IT software and hardware for the Procurement Division and digital archives; vendor-screening services and a subscription to Dun and Bradstreet vendor credit reports; the maintenance of the United Nations Global Marketplace; and

subscriptions to an international publications search engine and Internet-based news services. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives.

320. In OICT, the amount of $2,040,200 is proposed for non-standard requirements for the continued operation of the secondary data centre and the satellite earth station, ongoing support to the fuel management system, ration management system, contacts database and peacekeeping share of Inspira. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, for the first six months of the budget period, the telecommunication cost under the WAN bandwidth owing to the modification of the contract for the secondary data centre had an impact on the amount.

321. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, for the first six months of the budget period, the inclusion of managed output service requirements had an impact on the amount.

Medical

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	–	–	–	–	–
OPPBA	–	–	–	–	–
OHRM	62.6	100.0	25.0	(75.0)	(75.0)
OCSS	–	–	–	–	–
OICT	–	–	–	–	–
Total	**62.6**	**100.0**	25.0	(75.0)	(75.0)

322. An amount of $25,000 is proposed for medical travel kits and the maintenance of medical equipment. As reflected in the common variance explanation above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, the reduced requirements are owing to the discontinuation of distribution of medical travel kits.

Other supplies, services and equipment

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	9 974.3	10 372.9	5 513.0	(4 859.9)	(46.9)
OPPBA	494.3	163.0	80.3	(82.7)	(50.7)
OHRM	41.2	14.7	7.4	(7.3)	(49.7)
OCSS	216.7	272.2	136.2	(136.0)	(50.0)
OICT	163.3	–	–	–	–
Total	**10 889.8**	**10 822.8**	**5 736.9**	**(5 085.9)**	**(47.0)**

323. In OUSG, an amount of $5,499,400 is proposed to cover after-service health insurance costs for retired peacekeeping staff and $13,600 is proposed for training activities. As reflected in the common variance explanation provided above, the reduced requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In addition, higher estimation for retired peacekeeping staff based on the projected annual population during the 2018/19 period and past-period expenditure patterns had an impact on the mount.

324. An amount of $223,900 for the rest of the Department is proposed for other services, including the cost of outside counsel for banking agreements; the cost of commercial storage and handling with a third-party service provider for the archiving of peacekeeping operations records at Headquarters; and training fees and supplies for the workshops.

E. Department of Management Strategy, Policy and Compliance

325. As elaborated in the report of the Secretary-General on shifting the management paradigm (A/72/492/Add.2), DMSPC will facilitate the timelier, more effective, transparent and accountable delivery of mandates across the Secretariat. It will provide policy leadership in all management areas through a clear, integrated global management strategy and policy framework and through strengthened monitoring, evaluation and accountability mechanisms that oversee the exercise of delegated authorities in a decentralized management paradigm. It will contribute to a culture of continuous learning and accountability and promote innovation in business models throughout the Secretariat, with a strong focus on the field.

326. The Department will encompass three pillars: a finance and budget pillar responsible for policy and guidance on all strategic issues related to programme planning, budget, finance, and programme and financial performance; a human resources pillar providing strategic direction and policy leadership in the area of human resources; and a business transformation and accountability pillar which will combine capacities for monitoring and evaluation, risk management, Organizational performance measurement and support for business transformation and innovation. The Department will also, jointly with DOS, manage the activities of OICT.

327. For the period 1 January to 30 June 2019, the Department will provide leadership in the development and delivery of management strategies, policies and programmes; support the continuous improvement of management practices; provide concerted leadership to inter-agency bodies on management issues; liaise with Member States and other external entities on management-related issues; and lead coordination with all departments and offices of the Secretariat, as well as the funds, programmes and agencies of the United Nations system. The Department will also continue the implementation and completion of UE2.

(a) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Office of the Under-Secretary-General	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	–	2	3	–	**5**	–	–	–	–	–	**5**
	Net change	–	–	–	**2**	**3**	–	**5**	–	–	–	–	–	**5**

Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Principal level*	*Other level*	*Field Service*	*National GS staff*	**Subtotal**	**Total**
		Professional category and above							*General Service and related categories*					
Office of Finance and Budget	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	1	1	6	29	20	1	**58**	3	26	–	–	**29**	**87**
	Net change	**1**	**1**	**6**	**29**	**20**	**1**	**58**	**3**	**26**	–	–	**29**	**87**
Office of Human Resources	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	1	4	16	9	3	**33**	–	9	–	–	**9**	**42**
	Net change	–	**1**	**4**	**16**	**9**	**3**	**33**	–	**9**	–	–	**9**	**42**
Business Transformation and Accountability Division	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	1	3	14	13	3	**34**	1	20	–	–	**21**	**55**
	Net change	–	**1**	**3**	**14**	**13**	**3**	**34**	**1**	**20**	–	–	**21**	**55**
Total DM	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	1	3	13	61	45	7	**130**	4	55	–	–	**59**	**189**
	Net change	**1**	**3**	**13**	**61**	**45**	**7**	**130**	**4**	**55**	–	–	**59**	**189**

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Office of the Under-Secretary-General	–	–	7 082.2	7 082.2	–
Office of Finance and Budget	–	–	7 498.6	7 498.6	–
Office of Human Resources	–	–	3 671.3	3 671.3	–
Business Transformation and Accountability Division	–	–	3 703.9	3 703.9	–
Total	–	–	**21 956.0**	**21 956.0**	–

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

328. The Office of the Under-Secretary-General will consist of the front office of the Under-Secretary-General, the Inter-Agency and Intergovernmental Service, the secretariat of CPC, MEU, the Business Partner Service and the Umoja Enterprise Resource Planning Project Team.

329. The Office will, during the budget period, contribute to a number of expected accomplishments, established by the General Assembly, by delivering related key outputs, as shown in the frameworks set out below. The indicators of achievement show a measurement of progress towards such accomplishments during the budget period.

330. The Office will directly support and assist the Under-Secretary-General in fulfilling their responsibilities. It will undertake midterm and long-term planning, develop and coordinate management strategies and policies, oversee the implementation of reform initiatives and serve as the focal point for information and

for the integration of all aspects of the work of the Department. It will also support the Under-Secretary-General in establishing and maintaining a Secretariat-wide environmental sustainability management policy and compliance framework. The Office will also monitor management issues throughout the Secretariat and oversee the Business Partner Service and the Inter-Agency and Intergovernmental Service.

331. The secretariat of the Fifth Committee and CPC will provide substantive and technical services in support of the work of the Fifth Committee and CPC, which are entrusted with responsibility for administrative and budgetary matters and for programmatic matters, respectively.

332. The Umoja project, in collaboration with the process owners and OICT, will continue to deploy and stabilize UE2 projects covering (a) strategic planning, budget formulation and performance management; (b) implementation of partner management; (c) fundraising and donor relations; (d) SCM (phases 2 and 3); (e) conference and event management; and (f) payments to troop-and-police-contributing countries, including force management. The project will also support continuous improvements in processes and functionality already deployed.

333. MEU will strive to improve decision-making and to reduce the number of cases proceeding to formal litigation. The management evaluation, as the first step in the formal process of administration of justice, will provide management with an opportunity to correct administrative decisions that do not comply with internal law. The function will also inform DMSPC efforts to establish and implement effective measures to increase managerial accountability by identifying systemic issues and lessons learned with a view to improving decision-making in the Secretariat.

334. Building on the standardization and harmonization of business processes with enterprise-wide Umoja implementation and recent business transformation initiatives, DMSPC, in collaboration with DOS, will continue to lead the realignment of the Organization's administrative architecture to distinguish strategic activities from operational activities with a clearer division of labour; the reprofiling of functions to enable greater concentration of expertise and consistency of administrative services; and the consolidation of fragmented administrative structures within and across duty stations, including field missions. Follow-up actions on the global service delivery model will be undertaken on the basis of General Assembly decisions.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and CPC (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			98.2	98.5
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Umoja end-to-end solution for payments to troop-and-police-contributing countries (2nd phases) is available for all peacekeeping missions	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(ii) Number of process improvements delivered for the Umoja Foundation and UE1 business processes	Target	6	N/A	N/A	N/A
		Estimate		13	N/A	N/A
		Actual			15	N/A

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures			
			2018/19	2017/18	2016/17	2015/16
	(iii) Percentage of management evaluation requests filed by peacekeeping staff members reviewed and responded to within 45 days (percentage)	Target	100	90	100	100
		Estimate		90	90	100
		Actual			80	89
	(iv) Maintenance of the percentage of cases proceeding to UNDT for formal litigation, that is, a remedy was found or the original decision was overturned	Target	42	42	42	42
		Estimate		42	42	42
		Actual			10	11

External factors

335. The objective and expected accomplishments are expected to be achieved on the assumption that (a) meetings and sessions will be held as planned and proposals from Member States with regard to the agreed programme of work, including calls for participation by the Committee secretariat in informal/informal meetings and requests for documentation, will be received in a timely and coordinated manner; (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee during formal meetings, as well as during informal and informal/informal consultations; (c) there will be no significant increase in the number of cases received from peacekeeping operations for review by MEU; and (d) the comments received from managers on cases submitted to MEU are timely and adequate.

Outputs

336. During the period 1 January to 30 June 2019, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings and informal consultations of the Fifth Committee, as required	55
2. Advice to the Chairs and Bureaux of ACABQ, CPC and the Fifth Committee and to Member States	1
3. Preparation of draft resolutions of the Committee for adoption by the Committee, as required	24
4. Preparation of reports of the Committee for adoption by the General Assembly, as required	24
5. Procedural notes for the Chair, as required	13
6. Notes on the programme of the work, as required	1
7. Notes on the status of documentation, as required	1
Other management services	
Umoja project	
8. Monitoring visits and/or to discuss policies, support strategies, diversity and to enhance awareness about various policies promulgated by DM	2
9. Provision of support to deployment and post-production support activities for strategic planning, budget formulation and performance management for peacekeeping operations	1

Outputs	*Quantity*
10. Provision of support to deployment and post-production support activities for implementing partner management for peacekeeping operations	1
11. Provision of support to deployment and post-production support activities for fundraising and donor relations for peacekeeping operations	1
12. Provision of support to design, build and deployment activities for the SCM functionality	1
13. Provision of support to design, build and deployment activities for payment to the troop-and-police-contributing countries functionality	1
14. Provision of support to deployment and post-production support activities for conference and event management for peacekeeping operations	1
15. Provision of support for Umoja continuous improvements for foundation and extension 1 functionality	1
Management evaluation	
16. Provision of reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable, and if so whether the contested decision complies with the applicable rules and regulations	200
17. Provision of reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation from service of peacekeeping staff members	15
18. Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned	1
19. Meetings of Management Client Board	2
Other substantive activities	
Technical material	
20. Maintenance and update of web pages of the Fifth Committee relating to peacekeeping matters	1

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Total Office of the Under-Secretary-General	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	–	2	3	–	5	–	–	–	–	–	5
	Net change	–	–	–	**2**	**3**	–	**5**	–	–	–	–	–	**5**

2. Office of Finance and Budget

(a) Results-based-budgeting framework

337. The Office of Finance and Budget comprises the Office of the Assistant Secretary-General, Controller, the Programme Planning and Budget Division, the Field Operations Finance Division and the Finance Division. The Office will represent the Secretary-General on all budgetary and financial matters before the Fifth Committee, the Committee on Contributions, ACABQ, the Board of Auditors and the Independent Audit Advisory Committee.

338. During the budget period, the Office of Finance and Budget will oversee Secretariat-wide financial planning, budgeting, production of financial statements, and lead the efforts to ensure compliance with IPSAS accounting policies for field operations, including peacekeeping operations and special political missions. The application of the IPSAS benefits will be central in order to strengthen the quality of the financial statements for field operations. The Office will be fully engaged in the further strengthening of the financial modules of the Umoja project, in particular the

budget formulation, grantor and donor relations modules (UE2), which will complement the existing Umoja functionalities delivered in previous phases (foundation and UE1), ensuring a seamless transition across budget planning, implementation and reporting.

339. The Office of the Assistant Secretary-General, Controller, will support the Controller in the overall direction, supervision and management of the Office of Finance and Budget as well as in the discharge of her responsibilities as delegated under the Financial Regulations and Rules. The Office of the Controller will support field operations through the coordination of interdepartmental activities relating to planning, programming and budgetary and finance matters. Support for field operations will also be provided thorough the review of financial policies and the monitoring and oversight of internal financial controls, in particular as these relate to the administrative management of peacekeeping operations and functions relating to the management of financial resources in field operations, audit and fraud prevention.

340. The Field Operations Finance Division will provide effective strategic guidance and support to field operations on budgeting and financial stewardship, and will develop policies and methodologies and tools in this regard. The Division will support financial capacity-building by jointly developing financial training programmes with DOS. The Division will provide strategic guidance on financial management and financing issues, in particular on cross-cutting global initiatives. The Division will be the policy, advice and knowledge hub for fast-track budget formulation, supplementary financing and budgetary support and reporting for all supported clients. It will ensure timely high-quality, simplified and action-oriented responses to managers throughout the field.

341. The primary responsibility of the Division will be to prepare budget reports and performance reports to present to legislative bodies, together with related liquidation budgets and reports on the disposition of assets; annual reports on the support account; and other reports concerning the administrative and budgetary aspects of the financing of peacekeeping operations, special political missions and other field-based entities in the Secretariat. The Division will facilitate, through the provision of substantive services, the deliberations and decision-making of the General Assembly and relevant subsidiary organs on budgetary matters related to field operations. The Division will prepare statements to the Security Council and other reports on activities other than field operations authorized by the Council in its resolutions.

342. The Division will develop policy and methodologies for budgeting and monitoring the costs of providing services to internal and external users, as well as guidance and direction on accurate recording, analysis and reporting of costs to service providers and services recipients.

343. The Division will monitor the liquidity of individual special accounts, overseeing cash-flow and operating reserves for field operations.

344. The Division will be responsible for strategic guidance with respect to global property management, real estate services, including oversight of major construction projects, and long-term capital planning as reflected in the strategic capital review. It will provide expert advice and guidance on property management and will review financial data for compliance with IPSAS and property management frameworks.

345. The Finance Division will assume overarching responsibility for financial policy across the Secretariat and for ensuring sound but flexible financial internal controls. The Division will safeguard the resources of the Organization by providing tools for robust financial management and effective and efficient programme delivery. The revised financial policies, along with a strong enterprise system, will assist in

transforming the Organization into a more nimble, decentralized and transparent entity. The Division will consist of three sections as described below.

346. The Financial Policy and Internal Controls Service will be responsible for ensuring the proper application of the Financial Regulations and Rules and established policies and procedures relating to financial reporting, contributions, financial risk management, financial and procurement policy and internal controls for all sources of funding. The Team will undertake a gap-fit analysis of existing policies and revise or formulate policies where gaps are identified to address the changing environment for faster programme delivery. In addition to developing an internal financial control framework, the Team will oversee master data governance for the Umoja Enterprise Resource Planning Project to ensure integrity, standardization and harmonization across the system.

347. The Financial Risk Management Service will coordinate and manage the global group health and life insurance programme and the property and liability insurance activities of the Organization. The Team will also manage financial risk through treasury investments, optimized cash management and insurance management. It will provide leadership in the United Nations system in risk management, using treasury and insurance mechanisms.

348. The Financial Reporting and Contributions Service will prepare IPSAS-compliant financial statements with an accompanying annual statement on internal control, for all funding sources, and will ensure the sustainability of IPSAS-compliant accounting and reporting.

349. Acting as secretariat to the Committee on Contributions, the Division will provide support to the Committee and the General Assembly in negotiating the scale of assessments and will ensure the timely issuance of assessments and information on the status of assessed contributions. The Division will also provide secretariat services to the Advisory Board on Compensation Claims and the United Nations Claims Board.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) 100 per cent of reports submitted by the documentation deadlines in order to allow for simultaneous publication in all official languages	Target	100	100	100	100
		Estimate		100	100	100
		Actual			89.5	97.6
	(ii) No negative comments in the legislative reports on the format and presentation of peacekeeping budgets, performance reports and other related reports	Target	0	0	0	0
		Estimate		0	0	0
		Actual			1	7
	(iii) Provision of responses to requests for supplementary information from Fifth Committee and ACABQ no later than 5 working days after their receipt	Target	5	5	5	5
		Estimate		5	5	5
		Actual			5	5
	(iv) Security Council informed of resources and field support implications during consideration of new, expanding or transitioning field operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018/19	*2017/18*	*2016/17*	*2015/16*
	(v) Positive audit opinion of Board of Auditors on peacekeeping financial statements	Target	Positive	Positive	Positive	Positive
		Estimate		Positive	Positive	Positive
		Actual			Positive	Positive
	(vi) Financial statements are available to the Board of Auditors within 3 months of the end of the financial period (months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(vii)Monthly status of contributions available online by the end of the following month (months)	Target	1	1	1	1
		Estimate		1	1	1
		Actual			1	1
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Resource requirements for new, expanding or transitioning field operations in response to Security Council mandates planned no later than 21 working days after the receipt of the request	Target	21	21	21	21
		Estimate		21	21	21
		Actual			21	21
	(ii) Banking operations set up within 3 months of the establishment of new peacekeeping operations (months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Number of days to respond to administrative services to the field including responses to queries on financial policy matters, master data requests and cost-recovery enquiries (days)	Target	6	6	N/A	N/A
		Estimate		6.5	6.5	N/A
		Actual			6.5	7.5
	(ii) Liabilities for troops and formed police units do not exceed 3 months	Target	3 months	3 months	3 months	3 months
		Estimate		3 months	3 months	3 months
		Actual			3 months	3 months
	(iii) 90 per cent of respondents to client surveys express satisfaction with the services received (percentage of respondents expressing satisfaction)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			–	–
	(iv) Implementation of the updated fixed asset management framework in peacekeeping operations, through the provision of policies, guidance, training and certification programmes on the management of property	Target	100%	100%	100%	100%
		Estimate		100%	100%	100%
		Actual			100%	100%
	(v) Property management aspect of the financial statements is in compliance with IPSAS	Target		Yes	Yes	Yes
		Estimate		Yes	Yes	
		Actual		Yes		
	(vi) All standard operating procedures and accounting manual are developed to support IPSAS accounting and reporting (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
	(vii) Advice on insurance terms for peacekeeping contracts referred to the Finance Division are provided within 30 working days of the receipt of the request (percentage of respondents expressing satisfaction)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(viii) 100 per cent of communications to Member States for contributions are processed within 30 days after the adoption of resolutions	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ix) Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments (United Nations benchmark)	Target	1.24	1.24	0.55	0.17
		Estimate		–	–	–
		Actual			1.04	0.77
	(x) 100 per cent availability of service support to users of the financial and budget information system	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

350. The objectives and expected accomplishments are expected to be achieved on the assumption that assessments are paid promptly; interest rates and rates of return, exchange rate of the United States dollar and other currencies will be favourable.

Outputs

351. During the period 1 January to 30 June 2019, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
Fifth Committee	
Substantive servicing of meetings	
1. Formal meetings of the Committee	13
2. Informal consultations of the Committee	55
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
3. Hearings of the Advisory Committee	50
Parliamentary documentation	
Reports of the Secretary-General	
4. Budget for United Nations peacekeeping operations for the period 1 July 2019 to 30 June 2020	13
5. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations (overview, support account, UNLB and RSCE)	4

Outputs	Quantity
6. Financial statements for the year ended 30 June 2018 and financial report on United Nations peacekeeping operations for the period 1 July 2017 to 30 June 2018	1
Notes by the Secretary-General	
7. Administrative and budgetary aspects of the financing of United Nations peacekeeping operations	4
Other services	
8. Supplementary financial information for ACABQ and the Fifth Committee for 12 active peacekeeping operations and UNSOS, budget performance for MINUSTAH and UNMIL, disposition of assets for UNOCI, UNLB, RSCE and the support account	19
9. Discussions with Member States, including troop-contributing countries, on financial matters with regard to peacekeeping operations and liabilities of missions	21
10. Review and coordination of responses to follow-up questions from legislative bodies on 12 active peacekeeping operations and UNSOS, MINUSTAH, UNMIL, UNOCI, UNLB, RSCE, the support account and cross-cutting issues	1 900
11. Statements to Security Council and other reports on activities other than peacekeeping operations authorized by Council resolutions	5
Administrative support services (other assessed resources)	
Financial management	
12. Financial oversight, including oversight of the staff members designated to perform functions in the management of financial resources in field operations (number of missions)	15
13. Monitoring audit recommendations pertaining to accounting and budgetary aspects of field operations (number of missions)	15
14. Review and approval of all requests for peacekeeping master data (number of missions)	15
15. Review of all cost plans for peacekeeping cost-recovery activities and provision of training (number of missions)	15
Financial services relating to peacekeeping activities	
16. Issuance of funding authorizations and staffing table authorizations for peacekeeping operations, UNSOS, UNLB, RSCE, Headquarters departments and offices and peacekeeping trust funds on an ongoing basis	265
17. Weekly monitoring of cash position of special accounts of peacekeeping operations and utilization of Peacekeeping Reserve Fund	26
18. Policy guidance provided to 12 active peacekeeping operations and UNSOS, RSCE, UNLB and 14 Headquarters departments and offices on formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies, and establishment of related trust funds	29
19. Visits to peacekeeping operations, UNLB and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues	5
20. Organization and conduct of VTCs with peacekeeping operations and UNSOS, RSCE and UNLB and in-person meetings with Headquarters departments and offices, as and when required, on preparation of mission budget proposals, assessment of resource requirements and implementation of significant financial administration initiatives	10
21. Establishment of benchmarks for major resourcing elements and a cross-portfolio analysis framework to improve cost-effectiveness in field resourcing support analysis	1
22. Financial oversight of liquidating field operations	1
23. Formulation of resource requirements to support assessment and planning for new, expanding, transitioning and liquidating field operations in response to Security Council mandates	1
24. Formulation of resource requirements owing to new initiatives, unforeseen circumstances and changed environments	1
25. Training of peacekeeping budget and finance personnel on new and existing field financial systems and business processes	1

Outputs	*Quantity*
26. Expert advice on approaches and methodologies for budgeting and measuring costs of providing services to internal and external users	1
27. Guidance on enhanced recording, analysis and reporting of costs of activities for service providers and service recipients	1
28. Expert advice and support on Umoja financial policy and procedures	1
Facilities management	
Policy guidance and oversight services	
29. Publication of property management manual	1
30. Training sessions and outreach initiatives for property managers at offices away from Headquarters, regional commissions and field missions	1
31. Training and certification of staff with responsibilities related to property management	25
32. Review of financial data for compliance with IPSAS and property management framework	100
33. Umoja master data governance related to the classification of property	8 170
34. Support for Umoja-related issues	5
Finance	
35. Strengthening of internal controls in all peacekeeping operations/missions	15
36. Provision of guidance on sustaining IPSAS-compliance in the missions	15
37. Provision of advice to peacekeeping operations on Financial Regulations and Rules, accounting policies, procedures and practices, and insurance matters	15
38. Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings	15
39. Negotiation and administration of 6 insurance policies that cover peacekeeping operations, including master aviation policy and worldwide vehicle policy	6
40. Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	53 222
41. Settlement of peacekeeping commercial insurance claims and claims reviewed by Advisory Board on Compensation Claims	25
42. Timely issuance of assessment letters and comprehensive reminders to Member States regarding unpaid assessments	3 474
43. Processing of 1,750 investment settlements for peacekeeping operations, in accordance with industry standards	1 750
44. Processing of approximately 1,727 receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records	1 727
45. Effective servicing of Committee on Contributions by timely provision of all requested data	46
46. Execution of foreign exchange transactions	575
47. Investment settlements	300
48. Execution of payments for peacekeeping missions	150 000
49. Execution of replenishments to peacekeeping house banks	900
50. Processing bank signatory amendments	100
51. Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control	1
52. Maintenance of charts of accounts and other finance-related data (number of work orders for coding block and for service delivery)	1 200
Financial information services	
53. Enhanced financial management reports (number of reports and data extractions provided)	25

Outputs	*Quantity*
54 Update and maintenance of SWIFT and payment data for global United Nations payments (number of payments supported)	65 000
55 Development and enhancement of ad hoc applications (number of applications)	2

(b) Human resources requirements

Posts and temporary positions		*Professional category and above*							*General Service and related categories*					
		D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	1	1	66	28	20	1	**57**	3	26			**29**	**86**
	Net change	**1**	**1**	**66**	**28**	**20**	**1**	**57**	**3**	**26**	–	–	**29**	**86**
Temporary positions	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	–	1	–	–	**1**	–	–	–	–	–	**1**
	Net change	–	–	–	**1**	–	–	**1**	–	–	–	–	–	**1**
Total Office of Finance and Budget	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	1	1	66	29	20	1	**58**	3	26	–	–	**29**	**87**
	Net change	**1**	**1**	**66**	**29**	**20**	**1**	**58**	**3**	**26**	–	–	**29**	**87**

(c) Justification of GTA positions

Finance Division

1 Accountant (P-4) (accounting policy) (continuation)

352. The continued funding of 1 Accountant (P-4) is proposed for the 2018/19 period. The continuation of this position in the Finance Division is required to monitor and keep abreast with IPSAS developments and amendments; attend meetings of the IPSAS Board and produce reports for submission to the Controller; study proposals, including consultation papers, exposure drafts, recommended practice guidelines and other pronouncements; conduct impact analysis and reports for management on emerging issues; and provide comments on exposure drafts and other pronouncements of the IPSAS Board through the system-wide Task Force on Accounting Standards. The Accountant will draft briefs, presentations and responses to oversight bodies and management (General Assembly, Management Committee, IPSAS Steering Committee, Independent Audit Advisory Committee, ACABQ, Fifth Committee, Board of Auditors and OIOS). The Accountant will update the IPSAS Policy Framework, evaluate and communicate its impact on peacekeeping operations and obtain feedback and comments from peacekeeping missions through workshops, meetings and correspondence. The Accountant will also keep corporate guidance, IPSAS training materials and other instruments up to date, in compliance with the IPSAS Policy Framework. The Accountant will provide support to the Peacekeeping Accounts Section in preparation of the annual IPSAS financial statements and audit.

353. The Accountant will write the notes to the financial statements of peacekeeping operations, in particular note 3 on significant accounting policies, and will provide responses to observations of the Board of Auditors. The P-4 Accountant will also work with the Section to jointly respond to ad hoc enquiries from peacekeeping operations on the application of IPSAS policies.

1 Benefits Assistant (GS (OL)) (continuation)

354. The continuation of 1 Benefits Assistant (GS (OL)) position is proposed for the 2018/19 period. The Health and Life Insurance Section is responsible for the administration of the medical, dental and life insurance programmes of active and retired staff and their eligible household members. The Section manages the contract with the third-party administrators of the United Nations worldwide plan for international staff and of the medical insurance plan of local staff in field missions, and it coordinates between the various field offices and insurance carriers to resolve issues, such as processing death claims for life insurance benefits and following up the status of claims.

355. Under the support account, the Section is presently supported by 1 Benefits Officer (P-4) post and 3 Benefits Assistant (GS (OL)) posts, as well as 1 GTA GS (OL) position. The Benefits Assistants are responsible for servicing clients in peacekeeping operations, including for the processing of health and life insurance applications of new staff, recording changes in family composition, responding to queries from staff members, family members and administrative offices, liaising with insurance carriers to resolve issues, processing death claims for life insurance benefits and following up the status of claims. The Benefits Assistants are also responsible for servicing retirees who participate in the United Nations health insurance plans, including a growing number of retirees who retired from peacekeeping funded positions. The Benefits Officer is responsible for oversight of the insurance programme for field staff, liaising with field human resources offices and the third-party administrator to resolve issues, reviewing the design of insurance plans and the experience of staff in filing claims, developing communication and educational campaigns with the administrator, conducting field visits and providing expert advice to staff and field offices regarding the insurance plans.

3. Office of Human Resources Management

(a) Results-based-budgeting framework

356. OHRM will foster the development of a dynamic, adaptable, mobile workforce with the highest level of competence and integrity to serve the evolving mandates of the Organization. Through the establishment of a clear and simplified regulatory framework, strategies, policies and directives, the Office will ensure that the Secretariat is better equipped to carry out its functions and that the Organization's human resources are fully and efficiently aligned with the requirement to deliver on its mission and mandates, encompassing all entities' requirements, with a key focus on field requirements. The Office will also support the implementation of the Secretary-General's System-wide Strategy on Gender Parity to meet the 50/50 gender parity goal, the equitable geographical representation of Member States and establishing benchmarks towards achieving greater regional diversity.

357. The Office will provide policy leadership in Organizational human resources management (including on policies related to travel, transportation and medical insurance schemes), strategic workforce planning, talent management, Organizational development and staff development (including career planning), performance management, Organization-wide mobility and duty of care for all staff Secretariat-wide. It will develop a clearer and streamlined delegation of authority framework for the management of Secretariat-wide human resources, along with strengthened monitoring and accountability mechanisms.

358. The Office will also contribute to strengthening a culture of accountability in the field in relation to the development, implementation and setting of standards of conduct applicable to international civil servants. It will handle all matters relative to

conduct, discipline and appeals, from strategy and policy to implementation and application of administrative and disciplinary measures. The Office will ensure that staff at all levels and in all entities of the Secretariat, both at Headquarters and in field locations, are aware of Organizational standards and policies and accountability framework mechanisms, and that they fully understand their personal accountabilities, responsibilities and authorities. The Office will play a critical role in supporting staff at all levels in modelling expected and appropriate behaviour and will have the capacity to take rapid and prompt action if necessary. A new team will be established to provide critical incident response to ensure the Organization responds in a prompt, responsive manner.

359. The Office will develop a new, innovative and modern human resources strategy based on best practices from both the public and private sectors, taking into account both Organizational needs and those of staff. The Office will establish a new regulatory framework, will further revise existing policies and develop new ones, where appropriate, with a view to shaping a modern and enabling Organizational culture. It will act as a centre of excellence for leadership development, learning, career support and robust performance management, and will foster an Organizational culture that will be more responsive and results-oriented, that will reward creativity and innovation, and that will further promote continuous learning, high performance and managerial excellence.

360. The Office will be the central authority for the establishment of human resources policies and will provide authoritative guidance for the Organization on all aspects of the human resources policy framework. It will provide the leadership, direction and authoritative policy interpretation of United Nations Staff Regulations and Rules and policies, as required, including those relating to the development, implementation, coordination and monitoring of the new delegated authority framework. In so doing, it will aim to foster greater transparency and consistency in the management of the Organization's greatest asset, its people, increased accountability regarding human resources management matters throughout the Organization, greater staff engagement and enhanced empowerment of managers and staff at all levels based on their respective responsibilities.

361. Overall, the intended result will be a modernized work environment and a supportive and healthy workplace that promotes inclusion and diversity, where all staff are treated fairly, consistently and equitably. The Office will mainstream the gender perspective and geographical representation into all facets of the work of the Organization by fulfilling its leading strategy and policy. The Office will proactively respond to issues arising in the formal and informal system of justice to ensure efficient, effective and fair implementation of the Organization's policies, core values and norms, as directed by the General Assembly.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Availability of online reports for Member States on human resources information for field operations (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures				
			2018/19	2017/18	2016/17	2015/16
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Timely responses (reviewed within 7 days) to critical incidents	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(ii) Timely processing of appeals and disciplinary cases within statutory time limits	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iii) All allegations of serious misconduct reported to peacekeeping operations are reviewed within 7 days of receipt for entry in the misconduct tracking system	Target	100	N/A	N/A	N/A
		Estimate		100	83	82
		Actual			83	82
	(iv) Peacekeeping operations achieve the targets set out in the strategic indicators of the human resources management scorecard (percentage)	Target	100	100	100	100
		Estimate		N/A	N/A	N/A
		Actual			35	25

External factors

362. National institutions will be supportive of efforts to improve the local health environment and facilities at mission locations.

Outputs

363. During the period 1 January to 30 June 2019, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
General Assembly	
1. Annual report on composition of United Nations Secretariat, including staff demographics for field operations	1
Administrative support services	
Human resources management services	
Administrative Law Division	
2. Representation of Secretary-General's position in cases involving peacekeeping staff at first-instance level in internal justice system (UNDT in New York, Nairobi and Geneva)	75
3. Processing of disciplinary matters referred for action by DFS	75
4. Written and oral policy advice to DFS, DPKO and field missions on human resources matters affecting staff serving in peacekeeping operations, including on pertinent policy framework, development and interpretation of, and compliance with, applicable rules and regulations	90
5. Substantive policy support to the strengthening of United Nations response to sexual exploitation and abuse and other policies directly relevant to the field (days)	70
Global Strategy and Policy Division	
6. Implementation of new common system compensation package approved in General Assembly resolution 70/244 that is applicable to all internationally recruited staff members based in the field, including development of new salary scale for Field Service category	1

Outputs	*Quantity*
7. Development of streamlined, simplified and modernized human resources policy framework applicable to the field to expedite rapid deployment in emergencies and surge operations	1
8. Development and issuance of administrative instructions and information circulars on policy framework and conditions of service of field staff	28
9. Comprehensive and interim salary surveys for peacekeeping missions in consultation with local salary survey committees	8
10. Review of ad hoc DSA requests for field staff	9
11. Guidance to peacekeeping missions and UNSOS on exercise of delegated authority for human resources management, including mission support visits	15
12. Information on human resources management scorecard is reported for peacekeeping missions and UNSOS, including to Management Performance Board, Management Committee and Performance Review Group	15
13. Enhancements developed to mobility and career development framework to ensure it best meets the needs of field operations	15
14. Provision of assessment expertise, methods, tools and technology to support screening and assessment of applicants to peacekeeping missions and UNSOS	15
15. Outreach missions to identify candidates for field operations and Headquarters support for peacekeeping operations (number of missions)	1
16. Guidance on implementation of Inspira talent management system, using instruction manuals and other tools to support peacekeeping operations	3
17. Designing, testing, implementing and communicating changes to Inspira talent management system to align it with needs of peacekeeping operations	10
18. Resolution of work for Inspira talent management system raised to address issues relevant to functions needed for peacekeeping operations	25
19. Development of United Nations standards to improve patient safety and quality of care in United Nations health-care facilities	1
20. Design and develop a programme for improvement of mental health of all United Nations military and police personnel both before and after deployment	1
Administration of Law Division	
21. Review of investigation: approximately 90 reports substantiating allegations of misconduct and related matters referred for appropriate disciplinary action by United Nations or Member States	1
22. Approximately 125 category I and 275 category II allegations of misconduct recorded and tracked in misconduct tracking system	1
23. Member States engaged through annual outreach to troop-and-police-contributing countries, round tables and individual bilateral meetings during outreach visit	1

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	1	4	16	7	3	**31**	–	9	–	–	**9**	**40**
	Net change	**–**	**1**	**4**	**16**	**7**	**3**	**31**	**–**	**9**	**–**	**–**	**9**	**40**
Temporary positions	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	–	–	2	–	**2**	–	–	–	–	–	**2**
	Net change	**–**	**–**	**–**	**–**	**2**	**–**	**2**	**–**	**–**	**–**	**–**	**–**	**2**

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Total Office of Human Resources	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	1	4	16	9	3	**33**	–	9	–	–	**9**	**42**
	Net change	–	**1**	**4**	**16**	**9**	**3**	**33**	–	**9**	–	–	**9**	**42**

(c) Justification of GTA positions

Administrative Law Division

1 Programme Officer (P-3) (continuation)

364. The Conduct and Discipline Unit has a staffing establishment of 14 posts (1 D-1, 3 P-5, 4 P-4, 2 P-3, 1 P-2 and 3 GS (OL)) and 1 GTA position (P-3) under the support account.

365. The continuation of 1 P-3 Programme Officer is requested to strengthen and meet the growing requirements of the Unit in terms of work on a core function of conduct and discipline under the prevention aspect of the three-pronged strategy, namely the vetting of personnel for prior misconduct. The Programme Officer ensures the oversight of and coordinates the implementation of all vetting mechanisms. Furthermore, the Programme Officer conducts strategic analysis of data related to allegations of misconduct, in particular sexual exploitation and abuse, as well as data related to mission performance in the area of conduct and discipline. These are high priority activities for DPKO and DFS and for Member States as indicated in relevant committees and consultations over the past year.

366. The number of requests for vetting of personnel against records of misconduct during prior deployments with the United Nations increased exponentially as vetting has been expanded to cover all personnel from military contingents and formed police units. With vetting of additional uniformed personnel added, in May 2016, the monthly numbers of requests relating to vetting of personnel requiring manual review and action by the Conduct and Discipline Unit have substantially increased, with manual vetting of some 500 civilian candidates and approximately 6,000 names per month (3,399 names processed electronically and 2,602 manual verifications) for individually selected police and military personnel, justice and corrections personnel, as well as screening of members of military contingents and formed police units to be deployed in field missions. The increased workload had previously been covered by the Associate Reports Officer (P-2) and extrabudgetary resources which are project specific and time bound. The GTA Programme Officer (P-3) has been able to bring integration and oversight to implementation of vetting mechanisms.

367. The Programme Officer (P-3) position also maintains oversight of vetting mechanisms for all categories of United Nations personnel, liaises with field missions and relevant offices at Headquarters to coordinate the implementation of vetting of military contingents and formed police units and maintains oversight of the performance of the Organization in this regard. The Programme Officer serves as the focal point for vetting of personnel and the coordination, with various offices across DFS and DPKO, of clearances issued following vetting requests. The Programme Officer also plays an essential role in supporting the development of expanded vetting capabilities between the Secretariat and United Nations agencies, funds and programmes, as well as between the Secretariat and African Union missions supported by the United Nations.

368. The reporting and analysis function is critical to strengthened accountability in the areas of prevention, enforcement and victim assistance and overall handling of all forms of misconduct. In recent years, the function has evolved from simple data-mining and on-demand generation of reports to that of real-time and precise tracking, rapid reporting and strategic analysis that informs the development of policies and decision-making.

Global Strategy and Policy Division

1 Human Resources Officer P-3 (Mobility) (continuation)

369. The position was established in July 2010 to contribute to the formulation of the proposal on the refined managed mobility framework adopted by the General Assembly in its resolution 68/265.

370. After launching POLNET in 2016 and ITECNET in 2017, the Office is undertaking a comprehensive review of the framework and is designing and implementing improvements to staff selection and the Organization's approach to mobility. This analysis, along with a proposed new approach to staffing and mobility, will be presented to the General Assembly at its seventy-third session. The Human Resources Officer will be responsible for supporting the review and the development and implementation of a new approach to mobility, and for ensuring that they are designed and executed for all peacekeeping operations and take into account the Organizational priorities of geographical balance, gender parity and enabling the United Nations, including peacekeeping missions to meet the commitments of the Convention on the Rights of Persons with Disabilities. This will include stakeholder consultations, communications, designing of procedures, and support for programme managers and for local human resources functions in peacekeeping operations to help them understand changes to the staff selection system and ensure that their needs and perspectives are taken into account.

4. Business Transformation and Accountability Division

(a) Results-based-budgeting framework

371. As part of the Secretary-General's reforms, the establishment of the Business Transformation and Accountability Division is proposed to strengthen and mainstream accountability systems, including results-based management and enterprise risk management; monitor and report on Organizational performance against clear targets and benchmarks; support and monitor the use of delegated authority; and seek opportunities to modernize and transform business practices and develop a robust project management capacity according to best practices.

372. Central to the activities of DMSPC, the Division will establish and mainstream accountability systems to drive a results-based culture and the proactive management of risk. By leveraging the global management reporting capabilities of Umoja and other enterprise solutions, the Division will use business analytics to provide real-time support on performance to senior managers and other internal and external stakeholders, and will conduct management reviews and quality assurance functions in a cycle of continuous improvement. It will review the findings and recommendations of oversight bodies and support managers in self-evaluation activities from which they and the Organization can learn and improve their planning and decision-making. It will also continuously seek opportunities to modernize and innovate and will manage large-scale business transformation projects.

373. DMSPC will be responsible for the development and implementation of an enhanced delegation of authority framework that clearly aligns authority with responsibility and for monitoring its application. These delegations will be

underpinned by a clear and simplified policy framework, which will be reviewed on an ongoing basis to ensure that it is effective and efficient in order to support the delivery of mandates, along with the added accountability associated with clearly delineated roles and responsibilities across the Secretariat.

374. By mainstreaming results-based management and enterprise risk management in the planning and daily operations of the Secretariat, the Division will help managers to clarify and communicate the results to be achieved and the risks to be managed. It will support managers in their efforts to establish clear targets and criteria for performance and generate, analyse and communicate data, conduct reviews and support self-evaluations. It will provide support to programme managers in their monitoring, assessing and reporting of programme performance. This performance-related information and lessons learned will in turn inform decision-making and future planning. Programme performance will be reported in the programme and peacekeeping budget documents, as well as reflected on dashboards.

375. The Division will facilitate institutional accountability and accountability of senior managers by monitoring and reporting programme performance reports against the indicators in planning and budget documents and by monitoring and administering the senior managers compacts. The Division will also closely monitor the recommendations of oversight bodies, follow up the status of their implementation, identify material weaknesses and ensure that remediation plans are developed and provide the required information to the Management Committee.

376. The Division will be the key enabler of the Secretary-General's proposal to delegate authority closer to the point of delivery, and will work with DOS to assist managers who have been delegated authority to ensure that they understand what is expected of them and parameters of the authority. In addition, the Division will analyse and report on real-time strategic managerial data to allow for more informed and timely executive decision-making, and will make this data available online to Member States and peacekeeping missions. It will also provide project management services for large-scale projects and develop a robust, standing project management capacity to ensure that change efforts are designed, communicated and implemented in an efficient and sustainable manner and according to best practices in project management.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Strategic business data made available online to Member States and peacekeeping missions (number of online platforms)	Target	3	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Appropriate level of authority delegated to heads of newly established peacekeeping missions (percentage of newly established missions receiving delegated authority)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018/19	*2017/18*	*2016/17*	*2015/16*
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of delegation of authority (number of support actions taken)	Target	1	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(ii) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of results-based management (number of support actions taken)	Target	2	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iii) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of ERM (number of support actions taken)	Target	2	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iv) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of self-evaluation (number of support actions taken)	Target	2	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(v) Peacekeeping missions receive the support and guidance necessary to manage their resources efficiently and effectively in terms of data analytics (number of support actions taken)	Target	3	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual		N/A	N/A	N/A
	(vi) Average processing time for Advisory Committee on Procurement minutes (business days)	Target	7.0	7.0	7.0	7.0
		Estimate		4.0	7.0	7.0
		Actual			4.0	7.0
	(vii) Percentage of members of local committees on contracts trained in the relevant mandatory basic training	Target	90	90	90	90
		Estimate		90	90	90
		Actual			94	90

External factors

377. The objective and expected accomplishments are expected to be achieved on the assumption that management reform proposals will be approved by Member States, and that there is no significant increase in the number of cases received from field operations for review by the Advisory Committee on Procurement, the Property Survey Board and the Vendor Review Committee.

Outputs

378. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Parliamentary documentation	
1. Note by Secretary-General on reports of JIU	1
2. Report of Secretary-General on implementation of recommendations of Board of Auditors	1
3. Report of Secretary-General on standards of accommodation for air	1
Administrative support services	
4. Annual training workshop for about 30 focal points for oversight bodies of the United Nations Secretariat	1
5. Quarterly updates on oversight issues to the Independent Audit Advisory Committee	2
6. Provision of online platforms (e.g., dashboards) in the areas of Organizational performance, resource utilization and human resources	3
7. Development of a system for supporting and monitoring use of delegated authority	1
8. Development of training modules on managing delegated authority	2
9. Development of a results-based management manual, related policies and practical guidance for using a results-based approach in all related areas of work	2
10. Development of training content for senior mission leadership and staff at all levels on preparation of results frameworks and implementation of results-based management	1
11. Strategic risk management guidance provided to field operations based on review of missions' risk management, processes and capacities	2
12. Development of training modules on evaluation design and methods, evaluation approaches and techniques, strategies and capacity and analytical approaches	1
13. Establishment and maintenance of a roster of evaluation experts	1
Other management services	
Advisory Committee on Procurement and Property Survey Board	
14. Advisory Committee on Procurement meetings	50
15. Property Survey Board meetings	12
16. Review of procurement actions	250
17. Review of disposal actions	60
18. Field assistance missions to monitor and evaluate functioning of local committees on contracts in peacekeeping missions	2
19. Training courses on committees on contracts and property survey boards in support of peacekeeping missions	7
20. Additional staff enrolled for online training resources on committees on contracts and property survey boards	50
21. Review of procurement challenges by independent high-level experts	2
22. Procurement assistance visits compliance	3

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	1	3	13	13	3	**33**	1	20	–	–	**21**	**54**
	Net change	–	**1**	**3**	**13**	**13**	**3**	**33**	**1**	**20**	–	–	**21**	**54**

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Temporary positions	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	–	1	–	–	–	–	–	–	–	–	1
	Net change	–	–	–	**1**	–	–	–	–	–	–	–	–	**1**
Total Business Transformation and Accountability Division	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	1	3	14	13	3	**34**	1	20		–	**21**	**55**
	Net change	–	**1**	**3**	**14**	**13**	**3**	**34**	**1**	**20**	–	–	**21**	**55**

(c) Justification of posts

379. The Business Transformation and Accountability Division comprises three main areas of work: accountability systems, monitoring and evaluation, and analytics and project management. In addition, it also includes the secretariats of the Advisory Committee on Procurement, the Property Survey Board and the Vendor Review Committee.

380. The Accountability Systems Service will be responsible for mainstreaming two critical systems of accountability: results-based management, including the setting of Organizational targets and results to be achieved, and enterprise risk management, which entails the management of risks that threaten the achievement of the desired results. It will also analyse the recommendations of oversight bodies, reflect its findings in policies and future planning exercises and hold managers accountable for the implementation of those recommendations.

381. The Monitoring and Evaluation Service will be responsible for managing delegations of authority, monitoring and reporting on Organizational performance and supporting self-evaluation tools for use across the Secretariat.

382. The Analytics and Project Management Service will continuously mine and analyse data from Umoja and other enterprise systems and communicate its findings regarding patterns, trends and areas of strength and weakness to relevant stakeholders, both internal and external to the Secretariat. It will also find opportunities to modernize and transform business practices and have a robust, standing project management capacity to ensure that change efforts are designed, communicated and implemented in an efficient and sustainable manner and according to best practices in project management.

Secretariat of Advisory Committee on Procurement and Property Survey Board

Advisory Committee on Procurement

383. The Headquarters Committee on Contracts will become the Advisory Committee on Procurement and will support officials to whom procurement authority has been delegated and the Assistant Secretary-General for Supply Chain Management in their accountable exercise of procurement authority by rendering advice on the award of contracts for goods and services. As the Committee serves an important compliance function, it is proposed to locate the secretariat of the Committee — which currently resides in the Office of the Under-Secretary-General for Management — in the Business Transformation and Accountability Division in order to maintain the independence of the Committee and avoid potential conflicts of interest. The Committee also provides support to the Award Review Board established

by the General Assembly (see resolution 62/269, para. 16) to review challenges filed by unsuccessful vendors.

Property Survey Board

384. The Headquarters Property Survey Board will become the Property Survey Board; in cooperation with local boards established in locations away from Headquarters, the Board will provide written advice to delegated officials with respect to disposal of surplus, unserviceable or obsolete property, plants and equipment, inventories and intangible assets of the United Nations, as well as with respect to loss, damage, impairment or other discrepancies involving such items. The Board will also provide advice on the causes of loss or damage to United Nations property and the degree of negligence, if any, and on potential financial recovery from staff members and other officials.

Secretariat of the Vendor Review Committee

385. This team will serve as the secretariat for the Vendor Review Committee, an internal review body that reviews (a) applications to the Register of Vendors that do not meet the registration criteria; (b) complaints from requisitioners and/or other United Nations staff against vendors who were alleged to have failed to perform in accordance with the terms and conditions of contracts awarded; and (c) proposals for special approval of vendors recommended by the Procurement Section of the United Nations Secretariat.

5. Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	–	–	14 472.6	14 472.6	–
II. Non-post resources					
GTA	–	–	401.1	401.1	–
Consultants and consulting services	–	–	387.4	387.4	–
Official travel	–	–	365.6	365.6	–
Facilities and infrastructure	–	–	20.3	20.3	–
Communications and information technology	–	–	726.4	726.4	–
Other supplies, services and equipment	–	–	5 582.6	5 582.6	–
Subtotal II	–	–	**7 483.4**	**7 483.4**	–
Total	–	–	**21 956.0**	**21 956.0**	–

(a) Analysis of financial resource requirements[1]

386. The provisions below cover the proposed post and non-post resources for the period 1 January to 30 June 2019. Following the proposed implementation of the Secretary-General's reform initiatives as of 1 January 2019, the provisions for the second half of the 2018/19 period are redistributed from the legacy structure to the

new structure based on the estimated timing of the expenditures and the functions of the new Department.

Post resources

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	989.7	989.7	–
Office of Finance and Budget	–	–	6 891.3	6 891.3	–
Office of Human Resources	–	–	3 329.1	3 329.1	–
Business Transformation and Accountability Division	–	–	3 262.5	3 262.5	–
Total	–	–	**14 472.6**	**14 472.6**	–

387. The provision would cover the salaries, common staff costs and staff assessments for the 185 posts for the period 1 January to 30 June 2019.

GTA

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	81.3	81.3	–
Office of Finance and Budget	–	–	86.8	86.8	–
Office of Human Resources	–	–	146.2	146.2	–
Business Transformation and Accountability Division	–	–	86.8	86.8	–
Total	–	–	**401.1**	**401.1**	–

388. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 4 GTA positions and the replacement of staff on maternity or sick leave (1.5 person-months for staff in the Professional category and 1.5 person-months for staff in the General Service category) for the period 1 January to 30 June 2019.

Consultants and consulting services

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Finance and Budget	–	–	71.9	71.9	–
Office of Human Resources	–	–	149.2	149.2	–
Business Transformation and Accountability Division	–	–	166.3	166.3	–
Total	–	–	**387.4**	**387.4**	–

389. An additional provision of $150,000 is proposed in the Business Transformation and Accountability Division to deliver training on best practices in business transformation, self-evaluations and oversight issues. As the Business Transformation and Accountability Division will be a new entity within DMSPC and is meant to provide specialized advice, guidance, support and monitoring in a number of areas that are either new or currently have very limited capacity, the requested funds will be used to build capacity within DMSPC and ensure that its staff have the most up-to-date skills and knowledge in their respective areas (self-evaluation, business transformation, project management, etc.).

Official travel

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	35.2	35.2	–
Office of Finance and Budget	–	–	136.4	136.4	–
Office of Human Resources	–	–	46.8	46.8	–
Business Transformation and Accountability Division	–	–	147.2	147.2	–
Total	–	–	**365.6**	**365.6**	–

390. An additional provision of $15,000 is proposed in the Business Transformation and Accountability Division to undertake on-site visits for supporting and assessing the use of delegated authority in four peacekeeping missions.

Facilities and infrastructure

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	20.3	20.3	–
Office of Finance and Budget	–	–	–	–	–
Office of Human Resources	–	–	–	–	–
Business Transformation and Accountability Division	–	–	–	–	–
Total	–	–	**20.3**	**20.3**	–

391. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources under the restructuring. An amount of $20,300 is proposed to provide for the acquisition of office supplies for the Department for the period 1 January to 30 June 2019.

Communications and information technology

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	454.5	454.5	–
Office of Finance and Budget	–	–	271.9	271.9	–
Office of Human Resources	–	–	–	–	–
Business Transformation and Accountability Division	–	–	–	–	–
Total	–	–	**726.4**	**726.4**	–

392. In the Office of the Under-Secretary-General, an amount of $454,000 is proposed for the maintenance and reparation of IT equipment based on the standard service-level agreements established by OICT, the support account share of central IT infrastructure costs; the acquisition of new and the replacement of obsolete standard IT equipment; and managed output service.

393. In the Office of Finance and Budget, an amount of $271,900 is proposed for the acquisition of software licences and fees to meet peacekeeping business needs. The software licences and fees are for the maintenance and support of existing financial software and systems, including the Bloomberg Asset and Investment Manager application, which is utilized for portfolio risk management, and SWIFT, which is the interbanking transfer application.

Other supplies, services and equipment

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	5 501.2	5 501.2	–
Office of Finance and Budget	–	–	40.3	40.3	–
Office of Human Resources	–	–	–	–	–
Business Transformation and Accountability Division	–	–	41.1	41.1	–
Total	–	–	**5 582.6**	**5 582.6**	–

394. As reflected in the common variance explanation provided above, the requirements primarily reflect the implementation of the Secretary-General's reform initiatives. In the Office of the Under-Secretary-General, an amount of $5,499,400 is proposed to cover after-service health insurance costs for retired peacekeeping staff and $1,800 is proposed for training activities. In the Office of Finance, the provision represents services for external counsel for banking agreements and training, while in the Budget and Business Transformation and Accountability Division, the provision represents training activities.

F. Department of Operational Support

395. Following the approval by the General Assembly of the Secretary-General's proposals contained in his report A/72/492/Add.2, as of 1 January 2019, DOS will support the objective of effective role delivery, and will do so by providing advisory services to clients, frameworks and capacity-building to enable operations, support for the implementation of decisions and, in exceptional cases, the exercise of delegated authorities on behalf of clients. In addition, the Department will provide dedicated operational management support to departments and offices located at Headquarters. In addition, the Department will be responsible for global shared service delivery as outlined in the reports of the Secretary-General on shifting the management paradigm in the United Nations (A/72/492/Add.2) and on the global service delivery model (A/72/801).

(a) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Principal level*	*Other level*	*Field Service*	*National GS staff*	**Subtotal**	**Total**
Office of the Under-Secretary-General	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	3	7	8	–	**18**	–	9	–	–	**9**	**27**
	Net change	–	–	**3**	**7**	**8**	–	**18**	–	**9**	–	–	**9**	**27**
Office of Support Operations	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	1	3	8	22	36	3	**73**	10	51	–	–	**61**	**134**
	Net change	**1**	**3**	**8**	**22**	**36**	**3**	**73**	**10**	**51**	–	–	**61**	**134**
Office of Supply Chain Management	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	1	4	12	48	77	4	**146**	6	59	–	–	**65**	**211**
	Net change	**1**	**4**	**12**	**48**	**77**	**4**	**146**	**6**	**59**	–	–	**65**	**211**
Division for Special Activities	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	2	9	11	7	–	**29**	3	16	–	–	**19**	**48**
	Net change	–	**2**	**9**	**11**	**7**	–	**29**	**3**	**16**	–	–	**19**	**48**
Division of Administration, New York	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	1	2	4	2	**9**	2	12	–	–	**14**	**23**
	Net change	–	–	**1**	**2**	**4**	**2**	**9**	**2**	**12**	–	–	**14**	**23**
Total DOS	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	2	9	33	90	132	9	**275**	21	147	–	–	**168**	**443**
	Net change	**2**	**9**	**33**	**90**	**132**	**9**	**275**	**21**	**147**	–	–	**168**	**443**

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	2 768.9	2 768.9	–
Office of Support Operations	–	–	9 857.3	9 857.3	–
Office of Supply Chain Management	–	–	17 598.8	17 598.8	–
Division for Special Activities	–	–	3 789.7	3 789.7	–
Division of Administration, New York	–	–	13 036.1	13 036.1	–
Total	–	–	**47 050.8**	**47 050.8**	–

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

396. The Under-Secretary-General for Operational Support will be responsible for all activities of DOS. The Under-Secretary-General for Operational Support and the Under-Secretary-General for Management Strategy, Policy and Compliance will act as Co-Chairs of the Management Client Board. The Office of the Under-Secretary-General for Operational Support will consist of the front office, the Strategic Support Team, the Performance and Analytics Section, the Audit Response and Boards of Inquiry Section and the Environment Section.

397. The Performance and Analytics Section will oversee the operational performance of all units within DOS and support decision-making by senior management through custom analytics products that will track operational performance throughout the Secretariat. These will include the annual global client satisfaction survey, regular reports on operational performance and analytics support to specific initiatives, such as peacekeeping reviews. In addition, the Section will identify opportunities for operational enhancements and capitalize on those opportunities, in collaboration with stakeholders, through the continuous improvement of business processes and operational guidance. Because of the need to strengthen a data-driven approach to operationally support effective mandate implementation, it is proposed to establish the Performance and Analytics Section by augmenting the existing Programme Implementation and Coordination Team within the Office of the Under-Secretary-General for Field Support with additional performance and analytics capacity redeployed from the Office of the Assistant Secretary-General for Field Support and the Field Personnel Division.

398. The Audit Response and Boards of Inquiry Section is responsible for coordinating, developing and preparing responses to reports of United Nations oversight bodies on behalf of DOS as well as DPPA and DPO; for following up the recommendations of boards of inquiry in the field; and for providing administrative support to boards of inquiry convened at Headquarters. It is proposed to establish this Section through the redeployment of the existing Audit Response and Boards of Inquiry Section from the Office of the Assistant Secretary-General for Field Support.

399. The Environment Section, which was established in the Office of the Under-Secretary-General for Field Support under General Assembly resolution 71/295, is currently responsible for supporting the implementation of the environmental sustainability management framework in peace operations by providing operational

support, guidance and technical assistance. In its resolution 72/219, the General Assembly, endorsed the action plan for integrating sustainable development practices into Secretariat-wide operations and facilities management. As such, it is proposed to move this Section to the Office of the Under-Secretary-General for Operational Support and to expand its scope to encompass the entire Secretariat, drawing on the extensive experience gained through supporting peacekeeping operations in the management of environmental impacts and associated risks while continuing to leverage the expertise of the United Nations Environment Programme.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*[a]	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) All planned briefings and presentations to the General Assembly, legislative bodies, Security Council, regional organizations and other stakeholders are delivered (number of briefings)	Target	145	145	136	142
		Estimate		145	136	142
		Actual			136	142
	(ii) All critical recommendations of OIOS on peacekeeping operations are implemented within target dates (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) All peacekeeping operations provided with guidance to enable implementation of DFS environmental performance and risk management system (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(ii) All incoming boards of inquiry reports are reviewed and processed within 10 days of receipt and referred to the attention of relevant stakeholders through the boards of inquiry tracking system (number of days)	Target	10	10	10	10
		Estimate		10	10	10
		Actual			10	10

[a] Indicators of achievement reflect a full year from 1 July 2018 to 30 June 2019 and will be partially achieved by DFS during the period 1 July to 31 December 2018.

External factors

400. Member States provide support to enable the delivery of support services in line with agreed mandates, MOUs and approved plans; demand for support services will not exceed projections, for example owing to unforeseen events or policy changes; Member States provide support to United Nations reform initiatives; investigation reports from external entities are received in a timely manner.

Outputs

401. During the period 1 January to 30 June 2019, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
Substantive servicing of meetings	
1 Briefings to General Assembly and its subsidiary legislative bodies, Security Council and regional organizations on field support priorities, operations and performance	48
Other services	
2 Briefings to Member States on field support priorities, operations and performance	7
3 Visits to Member States to discuss field support priorities, operations and performance	1
4 Fact sheets or issue briefs on DOS direction, priorities and performance	5
5 Presentations on field support priorities, operations and performance at conferences, seminars and other public forums	5
6 Briefings to Member States and AMISOM troop-and-police-contributing countries on key operational issues related to UNSOS	1
Administrative support services	
Overall management	
7 Consultations with heads of mission on support priorities, operations and performance related to mandate implementation and programme delivery	30
8 Consultations with directors and chiefs of mission support to review and support their performance	20
9 Field visits to provide direction to mission leadership on support priorities, operations and performance related to mandate implementation and programme delivery	3
Performance and analytics	
10 Reviews of operational support performance and priorities with senior DOS management	15
11 Meetings of Management Client Board	2
12 Operational support performance framework strengthened and used as basis for guidance to peacekeeping missions on operational support management	1
13 Reporting platform supporting operational performance oversight and decision-making maintained	1
14 Global client survey to measure satisfaction with support services across peacekeeping missions	1
15 Website on United Nations field support strategic direction, priorities, operations and performance maintained	1
16 Analytics deliverables provided to support reviews of peacekeeping performance	3
17 Internal communications materials produced and disseminated, such as field support updates	3
18 Global client survey to measure satisfaction with support services across peacekeeping missions	1
Oversight response	
19 Consolidating responses to the reports of United Nations oversight bodies	25
20 Consolidating reports drafted on status of implementation of recommendations made by United Nations oversight bodies	40
21 United Nations Headquarters boards of inquiry convened to address serious incidents in the field	2
22 Strategic risk management guidance provided to field operations, based on review of missions' risk management processes and capacities	1
23 Oversight recommendations recorded in dedicated tracking systems and followed up	625
24 Board of inquiry recommendations recorded in dedicated tracking systems and followed up	180
25 Operational reviews of internal control frameworks at missions	1
26 Reports issued by United Nations oversight bodies registered and uploaded into dedicated repositories	120
Environment	
27 Field visits to provide strategic advice to senior management and mission support personnel on implementation of environmental strategy to mitigate missions' environmental footprint	1

Outputs	*Quantity*
28. Design of harmonized environmental performance monitoring platform for peacekeeping missions	1
Other substantive activities	
Good offices, fact-finding and other special missions	
29. Strategic assessments of mission requirements, set-up and resourcing	1
30. RSCE Steering Committee meetings conducted and serviced	1

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Total Office of the Under-Secretary-General	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	3	7	8	–	**18**	–	9	–	–	**9**	**27**
	Net change	–	–	**3**	7	**8**	–	**18**	–	**9**	–	–	**9**	**27**

2. Office of Support Operations

(a) Results-based-budgeting framework

402. The Office of Support Operations will support clients through the provision of guidance and advisory services, direct assistance where capacity may be weak or non-existent, capacity-building, process improvements and optimization and operational performance reviews. The Office of Support Operations will consist of the Human Resources Services Division, the Health-Care Management and Occupational Safety and Health Division and the Capacity Development and Training Section.

Capacity Development and Operational Training Service

403. The Capacity Development and Operational Training Service will assist clients in building and improving capacities needed to accountably exercise delegated authority, including structures and business processes to better integrate resources, accountability and programme delivery in line with priorities. The Service will consist of two teams: the Operational Training Section and the Business Processes and Systems Support Section. In addition, 7 posts from the Policy, Evaluation and Training Division, consisting of 3 posts from the Knowledge Management and Guidance Team and 4 posts from the Integrated Training Service, will be part of the Capacity Development and Operational Training Service but will be embedded in the Policy, Evaluation and Training Division in the new DPO.

404. The Business Processes and Systems Support Section will be responsible for developing the processes and structures by which policies will be implemented across the Secretariat and will work with other stakeholders to ensure that these are reflected in enterprise systems. It will also provide training for Inspira, Umoja and other business applications related to resources management. The establishment of the Section to provide support across all Secretariat entities will help ensure consistency in the execution of processes and ensure that these processes continue to meet the requirements of all clients. The proposed staffing of the Section is based on assumptions about the number of service requests that will be received each year, based on the workload for similar functions currently performed by the Field Personnel Division of DFS to support field missions. To address gaps in support requirements that cannot be met due to limited resources, service-level agreements

with offices away from Headquarters, regional commissions and others will be concluded to meet training requirements in this area and to make good use of existing learning centres in these entities.

Human Resources Services Division

405. In the proposed concept, human resources functions will be divided between the new Departments, with strategy, policy and compliance located in DMSPC and all operational support in DOS. The Human Resources Services Division in the Office of Support Operations will focus on short-to-medium-term human resources requirements of clients, from process development through service delivery, therefore avoiding the delays and redundancies that currently exist.

Staffing Service

406. The Staffing Service will provide expertise and develop processes in the areas of staffing, testing and examinations, operational workforce planning and Organizational design and management across entities. This will facilitate a holistic approach to operational workforce planning with client entities during budget cycles. The integrated approach will enable the Service to provide guidance on Organizational design and staffing structures in the context of the planning process for new entities and entities in transition, review staffing against models and benchmarks on a regular basis and link the operational and evolving needs of clients with staffing programmes to anticipate vacancies, required skills and potential applicants while ensuring consistency across all supported entities.

407. The Service will, inter alia, develop recruitment processes for entities with delegated authority; facilitate recruitment for entities without delegated authority; manage rosters across all job families; ensure an integrated approach to the use of the various staffing modalities available within the Secretariat, such as job openings, GJOs and recruitment from rosters; develop tools and processes to help entities meet targets related to the effectiveness and efficiency of the recruitment process, including with regard to gender, geographical and representation of troop-and-police-contributing countries; develop staffing models and procedures for rapid deployment, start-up and crisis situations; administer the young Professionals programme and managed reassignment programme; manage the submission of positions to the Senior Review Group and subsequent approval of its recommendations by the Secretary-General; advise client entities with regard to Organizational design and staffing structures; and provide guidance in the application of standards of classification and organizational management for newly established or changing functions.

Operational Support and Advisory Service

408. The Operational Support and Advisory Service will serve as a primary entry point and point of contact for clients for services not within the scope of the global service delivery model and global shared service centres, providing the full spectrum of consistent, standard and timely advisory services to senior managers in the exercise of their delegated authorities. When clients require advice on the exercise of their delegated authority, their business partners will be their first point of contact. The advisory capacities within DOS will serve as a resource for business partners. For cases requiring exceptional policy clarification, DOS will seek the guidance of DMSPC.

409. For transactional services within the scope of the global service delivery model, the primary entry point for clients will be the global shared service centres. The Service will help to identify capacity-building requirements to strengthen the ability of entities to exercise delegated authorities. In addition, the Service will provide

dedicated advice to managers on the application of policies and processes, in consultation with local business partners. Such advice will reduce the likelihood of mistakes in administrative decisions that could lead to cases under the formal and informal administration of justice systems. With the provision of consistent, clear advice relevant to the specific context in client entities, managers will be able to make better and faster decisions, thereby allowing them to devote more time to programme and mandate delivery and to meet the expectations of Member States.

410. The Service will provide, inter alia, advice on the implementation of staff regulations, rules and policies, including on the authority delegated to clients; guidance and support on the development of entity-specific human resources strategies and associated implementation plans, where requested; analysis of client performance to identify requirements for human resources capacity-building; feedback on, and identification of, requirements for continuous process improvements and adaptation to policies and processes based on operational requirements and trends; support to managers related to formal and informal conflict resolution, including advice for clients related to the formal and informal administration of justice systems; support for transactional services delivered by global shared service centres; and assistance in the development of recruitment strategies and plans. Operational trends and requirements will be fed back into the review by DMSPC of policies, staff rules and the regulatory framework. In addition, the advice provided to clients will help to identify capacity-building requirements and areas where further simplification or additional policies are required for the field.

Non-Staff Capacities Unit

411. A dedicated Non-Staff Capacities Unit will provide support to managers and business partners on the use of non-staff personnel, such as consultants, Government-provided personnel and United Nations Volunteers, in order to ensure compliance with relevant General Assembly resolutions. This dedicated Unit will help clients to obtain the necessary capacities to deliver on their mandates, while ensuring adherence to the policies and procedures applicable to the use of non-staff capacities. The proposed level of staffing is required as the use of non-staff personnel has increased in recent years, while no dedicated capacity currently exists for this function. A dedicated capacity will also facilitate better coordination with Member States on issues related to personnel contributed by their Governments under non-staff modalities and will ensure that these capacities will be obtained in compliance with the mandates of General Assembly resolutions.

Health-Care Management and Occupational Safety and Health Division

412. Currently, responsibility for OSH is spread across multiple departments within the Secretariat. The resulting lack of clarity in the division of responsibilities affects the critical functions of health service management, occupational safety and provision of medical support.

413. The Division, which will be led by a Director, will have two components: OSH and health system administration. The OSH component, which will be overseen by the Deputy Director, will be responsible for occupational safety; occupational health, including clinic services, travel medicine and health promotion; mental health and well-being; and medical emergency response. This component will work closely with DSS in areas of common concern, including critical incident stress management. The health system administration component, which will be overseen directly by the Director, will be responsible for clinical standards and oversight, including hospital assessments; health workforce management, including credentialing; and technical review for compensation claims by uniformed personnel.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018/19[a]	*2017/18*	*2016/17*	*2015/16*
(a) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) All peacekeeping operations in start-up, expansion or transition meet the annual average incumbency rate target ranges specified in their approved budgets and deployment plans (annual average incumbency rate target ranges for international and national staff, as applicable for each mission)	Target	N/A	1	N/A	N/A
		Estimate		1	N/A	N/A
		Actual			N/A	N/A
	(ii) Stabilize the average lead time of recruitment from the roster (number of calendar days from job acquisition approval to selection of a candidate, excluding the posting period)	Target	86	86	88	90
		Estimate		86	90	90
		Actual			90	90
	(iii) Increase in the total number of women on the roster of candidates endorsed by the field central review bodies (percentage)	Target	36	33	30	27
		Estimate		33	30	30
		Actual			30	30
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) All stable peacekeeping operations meet annual average incumbency rate target ranges specified in their approved budgets and deployment plans (annual average incumbency rate target ranges for international and national staff, as applicable for each mission)	Target	9	9	11	11
		Estimate		4	2	1
		Actual			2	1
	(ii) Respond to all mission evacuation and deployment requests by delegating to the field medical officers and providing governance (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

[a] Indicators of achievement reflect a full year from 1 July 2018 to 30 June 2019 and will be partially achieved by the legacy departments during the period 1 July to 31 December 2018.

External factors

414. Frequent changes in mission mandates as a result of ongoing reviews of peacekeeping operations result in constant need to adapt staffing requirements and human resources strategies/plans to new mandates; national institutions will be supportive of efforts to improve local health environment and facilities at mission locations.

Outputs

415. During the period 1 January to 30 June 2019, the following outputs will be delivered.

Outputs	*Quantity*
Administrative support services	
Overall management/human resources services	
1. Report on transactional processes delegated to supported entities or service centres to allow performance measurement and facilitate monitoring of all delegated transactional human resources authorities	1
Human resources support and advisory service	
2. Legal, policy guidance and responses provided to informal and formal cases and inquiries from field missions, MEU, UNOMS, Office of Human Resources and other offices	150
3. Support client entities in the implementation of the Organization's human resources performance and accountability framework through analysis, action plans, advice and analysis of performance, maintain dashboards covering indicators for informational and monitoring purposes for exercise of delegated authorities, development of 2 analytics reports and 2 analytics trainings	4
4. Field visits to monitor compliance with delegated human resources management authorities	1
5. Field visits to missions to deliver on-site advice and technical support, including career support, on management of locally recruited and international staff in light of process changes, staffing reviews and downsizing	2
6. Guidance to peacekeeping missions and UNSOS on exercise of delegated authority for human resources management, including mission support visits	15
7. Clearance and certification of Chief or equivalent functions in administration and human resources management in DOS and in field operations	15
8. Consultations and guidance on various human resources-related issues with respect to staff members of peacekeeping operations, including conversion to continuing appointment and ICSC compensation review	1 600
9. Responses to requests related to termination of appointments owing to civilian staffing review, closure of peacekeeping mission(s), health reasons, outside activities, special leave with full/half pay, family support, waiver of privileges and immunities, administrative reviews and appeals and exceptions to Staff Regulations and Rules	150
Staffing service	
10. Analysis of capacity gaps and development of a yearly GJOs schedule, with at least 500 new candidates endorsed by field central review bodies for inclusion in rosters in 23 job families (number of candidates placed on rosters)	500
11. Input to human resources management scorecard for client entities, including Management Performance Board, Management Committee and Performance Review Group	1
12. Provision of assessment expertise, methods, tools and technology to support screening and assessment of applicants to peacekeeping missions and UNSOS	15
13. Guidance on implementation of Inspira talent management system, using instruction manuals and other tools to support peacekeeping operations	6
14. Designing, testing, implementing and communicating changes to Inspira talent management system to support alignment with needs of peacekeeping operations	20
15. Resolution of work for Inspira talent management system raised to address issues relevant to functions needed for peacekeeping operations	50
Capacity development and operational training service	
16. Workshops on development of financial procedures and DOS stewardship capacity (number of workshops)	2
17. Conduct workshops on development of operational training that includes system, process, delegation of authority training for human resources procedures and stewardship of operational resources	2
18. Support for establishment of field financial and budgetary functions for new or restructured field operations (number of missions)	8
19. Coordination and support for implementation of comprehensive programme of capacity development for delivery of operational support	1

Outputs	*Quantity*
20. Capacity-building of field human resources practitioners, including certification programmes, knowledge management and training activities and mentoring programme	1
21. Establishment and coordination of continuous programme of function-specific and cross-cutting business process reviews and improvement initiatives in support of simplification, decentralization and delegation of authority	1
22. Establishment and maintenance of centralized hub for operational support guidance, standards and best practices	1
23. Coordination and delivery of framework of training to support governance and stewardship skills of senior staff charged with delegated authorities	1
24. Support for establishment of operational support capacities for new or restructured offices or missions	1
25. Development and review of operational support structures in offices and missions	1
Occupational safety and health and medical services	
26. Development of United Nations standards to improve patient safety and quality of care in United Nations health-care facilities	1
27. Organization of regional meetings of chief medical officers and head nurses	2
28. 3 reports on on-site assessments of field mission medical facilities as per requests, and 1 regional medical evacuation centre linked to peacekeeping missions	1
29. WebEx-based continuous medical education sessions for medical personnel in the field	5
30. Design and develop programme for improvement of the mental health of all United Nations military and police personnel both before and after deployment	1
31. Provide active case management for staff who meet criteria of long sick leave	1
32. Oversight over medical clearance conducted in the field, medically clear military observers and United Nations Police for recruitment, pre-mission briefings and medical consultations and immunizations for staff travelling to field operations	9 000
33. Mental health counselling and consultations	175
34. Mission readiness and mobility-related training for field mission staff and for staff planning to work in field missions	3
35. Deliver resilience-building training workshops for field mission staff and for staff planning to work in field missions	3
36. Conduct psychosocial risk assessments/counselling/training in 1 peacekeeping mission	1
37. Support missions for peacekeeping operations developing or implementing OSH risk management programmes, facing a significant OSH risk or managing the response to a significant incident	3
38. Development of OSH standard operating procedures and training courses for civilian, military and police personnel	2
39. Annual analytical report on OSH incidents for all occupational groups	1
40. Evaluations of field OSH risk management	7
41. Workshop for field mission OSH personnel to ensure a harmonized approach to implementation and to strengthen inter-mission cooperation on these issues	1
42. Briefings to Special Committee on Peacekeeping Operations on HIV-AIDS	1
43. Bilateral briefings to the Member States on HIV-AIDS	[illegible]
44. Field-based technical reports related to implementation of guidance and lessons learned by peacekeeping operations on HIV-AIDS (1)	1
45. Workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on HIV-AIDS	1

External factors

416. Frequent changes in mission mandates as a result of ongoing peacekeeping reviews result in constant need to adapt staffing requirements and human resources

strategies/plans to new mandates; national institutions will be supportive of efforts to improve the local health environment and facilities at mission locations.

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	–	–	–	–	–	**–**	–	–	–	–	**–**	**–**
	Proposed 2018/19	1	3	8	21	26	3	**62**	10	49	–	–	**59**	**121**
	Net change	**1**	**3**	**8**	**21**	**26**	**3**	**62**	**10**	**49**	**–**	**–**	**59**	**121**
Temporary positions	Approved 2017/18	–	–	–	–	–	–	**–**	–	–	–	–	**–**	**–**
	Proposed 2018/19	–	–	–	1	10	–	**11**	–	2	–	–	**2**	**13**
	Net change	**–**	**–**	**–**	**1**	**10**	**–**	**11**	**–**	**2**	**–**	**–**	**2**	**13**
Total Office of Support Operations	Approved 2017/18	–	–	–	–	–	–	**–**	–	–	–	–	**–**	**–**
	Proposed 2018/19	1	3	8	22	36	3	**73**	10	51	–	–	**61**	**134**
	Net change	**1**	**3**	**8**	**22**	**36**	**3**	**73**	**10**	**51**	**–**	**–**	**61**	**134**

(c) Justification of GTA positions

Human Resources Services Division

Staffing Service

Continuation of 10 Occupational Group Managers and 2 Human Resources Assistants

10 Human Resources Officers (P-3) (continuation)

2 Human Resources Assistants (GS (OL)) (continuation)

417. It is proposed that 12 GTA positions (10 Human Resources Officer (P-3) and 2 Human Resources Assistant (GS (OL))) be continued.

418. The functions of Occupational Group Managers are continuing in nature and continue to be required to implement the Division's approach to rostering. The 10 Occupational Group Managers are each responsible for: (a) developing and contributing to an annual plan for issuance of GJOs through workforce planning; (b) reviewing applications for eligibility; (c) overseeing the conduct of the substantive assessments by subject matter expert staff members; (d) serving as Secretary for the Expert Panel under their purview and consolidating findings and interview reports from the interviews for presentation to the field central review bodies; (e) monitoring incumbency rates in the field missions for positions in their occupational group; (f) managing their assigned roster; (g) determining priority outreach activities to address gaps in the roster especially in gender, language and geographic representation; (h) providing process and procedural support to field recruiters and hiring managers on the Inspira recruitment platform and on the recruitment process; and (i) participating in, contributing to and representing field missions in, working groups on recruitment issues highlighting the field perspective.

419. Rosters are managed across 23 occupational groups at all levels from FS-4 to D-1. The Division's Occupational Group Managers ensure that the roster is filled with qualified, suitable candidates, who have gone through a competitive process endorsed by a central review body, able to expeditiously deploy to field missions. In 2010, GJOs were introduced to populate the roster and strengthen the pillars of the field

recruitment process: Professionalism, Consistency and Partnership. The Division processes an average of 30–40 GJOs per year across from the Field Service to the D-1 levels. Currently, 88 per cent of all vacancies for field missions are filled from the roster with an average recruitment time of 55 calendar days from the expiration date of posting to selection. Many stages are involved in completing a GJO: agreeing to the terms of reference; working with proponent offices in Headquarters to develop and grade written tests, organizing and convening expert interview panels and submitting rostering recommendations to the FCRB. The Division has undergone an extensive review of the process and identified steps that can be streamlined, including clarification and delineation of the roles and responsibilities of all those involved in the GJO process, improving the quality and reliability of written assessments including through an online testing platform, and introducing a new interview report template that improves reliability and reduces the time needed by the FCRB to endorse cases. With these improvements, the Division target is to complete each JO process in 180 days.

420. The field central review bodies endorsed roster clearances for a total of 2,362 candidates in the 2015/16 period, 2,320 in the 2016/17 period, and are projected to endorse an additional 2,500 clearances in 2017/18. Of these clearances, approximately 3,700 were endorsed through GJOs and position-specific job openings managed by the Division's Recruitment Unit, with the highest number of clearances achieved in seven occupational groups: civil affairs, finance, information management systems, political affairs, procurement, public information and security. The remaining clearances resulted from mission recruitment in all job networks, in particular in the political affairs, management and logistics occupational groups.

421. In its report on the audit of the Secretariat's structure for managing and sustaining peacekeeping operations (A/63/837), OIOS recommended the periodic rotation of staff performing financial and human resources functions as a best practice in enhancing internal control. To that end, the Division continues to have the functions of the Occupational Group Managers performed by experienced field staff on assignment to Headquarters from their parent duty station in the field for a maximum period of 2 years on GTA positions.

Occupational Safety and Health and Medical Services Division

1 Medical Officer (P-4) (Medical Quality and Safety) (continuation)

422. A GTA position (P-4) for Medical Officer (Medical Quality and Safety) was approved in the 2016/17 period to support the development and implementation of a framework for managing the performance of health-care services in peacekeeping operations. It is proposed that the position be continued for the implementation of the phase 3 of the project. Substantial work on development of a United Nations manual on health-care quality and patient safety and an implementation guide has been completed over the past year. The manual and guide along with appropriate assessment tools are now ready for a consultative process with Member States, after which they will be rolled out to all health-care facilities in peacekeeping missions (phase 3). In addition to rolling out phase 3, the P-4 Medical Quality and Safety Officer will also be essential for implementing health-care standards in peacekeeping operations.

3. Office of Supply Chain Management

(a) Results-based-budgeting framework

423. The Office of Supply Chain Management will bring together the logistics and procurement capabilities currently resident in DFS and DM to create a single entity to manage the integrated end-to-end supply chain. The current provision of support

and services to clients is reactive and fragmented, with multiple interdepartmental handover points, which contributes to delays in the delivery of goods and services. Following the introduction of SCM in DFS and the related restructuring of the Logistics Support Division, as approved by the General Assembly in its resolution 71/295, this approach will be enhanced by consolidating procurement, logistics and enabling functions under a single management in order to provide more agile, responsive, efficient and effective client-oriented services. Anticipating client requirements through demand-planning and forecasting, identification of appropriate sourcing options through global source planning that utilizes relevant logistics and procurement expertise, and planning, consolidating and contracting of freight and passenger services for delivery to the right place at the right time will be key planning functions. Strengthening and modernizing the technical and commercial aspects of the sourcing process through category management will be at the core of ensuring that clients receive the right goods and service of the right quality, for the right cost, in the right quantity and at the right time.

424. The alignment of procurement and logistics with an end-to-end SCM approach seeks to strengthen collaboration and seamless coordination between the two functions, while maintaining the fundamental principles of public procurement, including best value for money; fairness, integrity and transparency; effective international competition; and the interest of the Organization. While providing timely, effective and efficient services to the clients, the Office will also ensure the maintenance of effective checks and balances and segregation of responsibilities between the commercial and technical aspects of the sourcing process and ensure good stewardship over public funding.

425. The Office will encompass the Logistics Division, the Procurement Division, the Uniformed Capabilities Support Division and a separate Enabling Section that will support operations through the provision of operational reporting, business intelligence, vendor outreach and performance management, as well as through establishment of baselines and monitoring of key performance indicators. The Uniformed Capabilities Support Division will consolidate the functions currently split between DFS and DM that support the generation, deployment and reimbursement of formed military and police units to United Nations peace operations.

426. The Office will implement the SCM blueprint first promulgated by DFS in October 2016 and updated in December 2017, in consultation with DM as a key strategic partner. This blueprint includes integrated end-to-end SCM processes with clearly defined functions, roles and responsibilities; offers different SCM solutions for different situations, requirements and challenges; provides solutions for infrastructure, technology and resources, including human resources and their necessary skills to support and enable the SCM processes; and includes a strong performance management framework to measure, monitor and manage the supply chain to ensure effectiveness and efficiency. The blueprint will continue to be updated in order to reflect changes and refinements, taking into account lessons learned, feedback from clients, global best practices and recommendations by DMSPC and oversight bodies.

427. The Office of Supply Chain Management will introduce category management, in which both technical and commercial teams will work closely to improve the sourcing process but retaining their respective functional reporting lines to ensure segregation of duties. Category management is the cross-functional management of goods and services across their life cycles, including gathering requirements, sourcing, deployment and disposal; it takes into consideration the total cost of ownership and optimizes long-term value for the Organization.

428. The operational aspects of integrated SCM will be enabled by UE2, which will provide new capabilities for demand-planning and supply network planning, as well as transportation management and track and trace. With the deployment of these four SCM modules under UE2, the Organization will have visibility over the various process stages in order to efficiently and effectively manage the end-to-end supply chain and report on its performance. Further, accountability and segregation of duties will be supported via the assignment of transactional roles.

Aviation Safety Team

429. The Aviation Safety Team, which consists of aviation safety experts reporting directly to the Assistant Secretary-General, will oversee all related matters in United Nations aviation operations, including aircraft utilized for personnel and cargo movements and the official travel of staff. The Team will determine standards, processes and procedures for aviation safety, in line with international standards and United Nations requirements; monitor safety in operations; assess safety risks; and conduct safety assurance activities. It will also provide technical oversight over aviation safety staff in field missions and be responsible for capacity-building through training and awareness-raising. As part of its responsibilities, the Team will support the sourcing of United Nations aviation service vendors and will liaise with national authorities, troop-contributing countries and partner organizations.

Enabling Section

430. The Enabling Section will report directly to the Assistant Secretary-General and provide a single set of performance management metrics, reporting and guidance to serve both the technical and commercial interests of the Office and its clients. The enabling function will establish a performance management framework, including baseline business intelligence, operational reporting and key performance indicators to measure the overall health of SCM; review SCM performance to advise senior management on challenges and achievements and identify the need for further enhancements; assist with vendor registration and outreach programmes through the organization of dedicated and multi-agency business seminars, with a strong focus on least developed and developing countries; and develop operational guidance and best practices on SCM for all clients.

Logistics Division

431. The Logistics Division will perform a central role in the implementation of end-to-end SCM. It will provide direction and advice on logistical matters; monitor and assess the delivery of strategic transportation and support services; and direct the delivery of transportation and specialist support services in the functional areas of air transport, ground transport, engineering, medical and supply, including fuel, rations, general supplies and security equipment. The Division will also perform and lead global integrated SCM planning functions to facilitate management of demand, source planning and delivery across all technical areas within the functional scope. The Division will consist of the Planning Service, the Sourcing Support Service, the Air Transport Service and the Movement Control Section.

Office of the Director

432. The Office of the Director leads and directs the various services, sections and units within the Division and ensures effective coordination with clients and other interlocutors and stakeholders. The Office will be responsible for providing overall advice and guidance on logistical matters, and for monitoring and assessing the delivery of strategic transportation and support services. It will be responsible for supervising the functions of all services and sections within the Division to ensure

that timely provision of logistics support has been made for all clients through timely development of global plans for demand, source planning and delivery, that category managers are working closely with clients to provide customized solutions and to ensure that the technical specifications of clients are comprehensive and properly defined and that clients, including Member States — in particular troop-and-police-contributing countries — are provided with timely advice and support, including on the transport of dangerous goods during deployment of contingents to the field missions.

Supply Chain Planning Service

433. The Supply Chain Planning Service will be responsible for developing and managing a global plan for demand, source planning and delivery through the identification and assessment of the needs of all clients across all Secretariat entities. Its responsibilities will include establishing, and planning for, the consolidated global requirements of all clients; developing a long-term plan to facilitate forecasting, source planning and delivery; continuously reviewing and updating medium-term plans to meet client-specific needs; and facilitating provision for contingencies. The Service, while developing source plans, will work closely with the Procurement Division to determine the most appropriate sourcing options, including when alternative acquisition methods may be in the Organization's best interests, such as letters of assist and cooperation with, or use of, other United Nations entities.

434. The Service will be established from the planning functions currently located in the Supply Chain Planning and Enabling Service of the Logistics Support Division and will be organized into four units: the Office of the Chief of Service, the Demand Planning Section, the Source Planning Section and the Delivery Planning Section.

Sourcing Support Service

435. The Strategic Support Service of the Logistics Support Division, as reorganized by the General Assembly in its resolution 71/295, will become the Sourcing Support Service. The Chief of Service will provide senior-level professional, technical and operational knowledge to all clients, with a focus on conducting a full range of activities in support of operations in the portfolio areas of medical, engineering, rations, fuel, ground transport, general supplies and security equipment. The Service will work in partnership with the Procurement Division to establish systems contracts that best serve the interest of all clients for the relevant portfolios.

436. In implementing an end-to-end supply chain, a category management strategy will be jointly adopted with the Procurement Division to benefit from the combined technical and commercial expertise available. This will reflect a holistic approach to the acquisition process with access to market intelligence, close liaison and communication with clients and the ability to leverage the latest technologies to adopt innovative approaches that provide effective and efficient support to all clients. The category management approach and improved specifications and source planning will reduce SCM risk and increase overall value in the final deliverables of goods and services by being fully informed of market trends and innovation gained in the design and evaluation methodology for technical requirements.

Movement Control Section

437. The Movement Control Section, which will be transferred from the Logistics Support Division, will continue to provide for the strategic lift of military and police personnel, the strategic lift of COE, providing advice to troop-and-police-contributing countries on the movement of their contingents, and the readiness of cargo, including the movement of dangerous goods. With the establishment of a

strong delivery planning capacity, the Section's role will be further expanded to conduct the movement of United Nations-owned equipment. The Section will also be responsible for establishing global, regional and country-specific (where necessary) freight-forwarding and other transportation-related contracts for United Nations equipment.

Air Transport Service

438. There will no change in the functions and responsibilities of the Air Transport Service. It will continue to provide aviation support to all Secretariat entities, including for unmanned aircraft systems, through timely establishment of the required contracts, in coordination with the Procurement Division, and will provide management support to all clients to enhance the cost-effectiveness and efficiency of aviation operations. As approved by the General Assembly in its resolution 71/294, the Strategic Air Operations Centre will continue to report to the Chief of the Air Transport Service. The Service will be responsible for providing aviation sourcing support, including for unmanned aircraft systems, by developing technical specifications, statements of requirements, modalities of long-term versus short-term sourcing and letters of assist versus commercial sourcing, as well as selecting the type of contract and whether to use invitations for bids or requests for proposals to ensure that client needs are met through the most appropriate services in the most cost-effective and efficient manner. The Service will also be responsible for improving the management and operations of United Nations aviation support, including through determining aviation requirements, spend and utilization analysis and exploring new ways to fulfil client requirements, including through standbys arrangement and sharing within the Secretariat. This will be achieved through the provision of guidance to ensure that air assets, infrastructure and services are of the right configuration to facilitate the execution of mandated tasks, while ensuring that contracted services comply with the requirements of the United Nations and the Standards and Recommended Practices of the International Civil Aviation Organization. The Service will also provide dedicated air transportation support during start-up, sustainment, transition and liquidation phases of missions; facilitate the planning and implementation of training courses, workshops and seminars for the development of aviation specialists; and establish operational guidance to support the effective and efficient delivery of capabilities of both commercial providers and Member States.

439. The Air Transport Service will work closely with the Planning Service to identify client requirements, coordinate with the Procurement Division to ensure that requirements are properly met, jointly negotiate with Member States on letters of assist and engage with client entities to ensure that the Service effectively and efficiently meets their requirements.

Procurement Division

440. The Procurement Division will perform a key role in the implementation of end-to-end SCM. The current Division will be integrated into the Office of Supply Chain Management, alongside the Logistics Division, to enable a faster, less fragmented and more responsive acquisition process and to enhance communication with clients and stakeholders. This alignment with the Logistics Division will assist in providing a holistic client orientation and delivering results as a team. The closer collaboration in the planning stage will also allow visibility of client requirements from the beginning.

Office of the Director

441. The Office of the Director leads and directs the various services, sections and units within the Division and ensures effective coordination with clients and other interlocutors.

442. The Office of the Director will be responsible for providing overall advice and guidance on procurement matters, both within the Office of Supply Chain Management and the wider DOS and to smaller procurement offices worldwide. The Office will be responsible for ensuring that the principles of procurement are reflected in day-to-day procedures and practices and that proper internal controls are established at all levels of the Division, identifying the levels of risks (operational, financial, fraud, etc.). The Office will be responsible for supervising the functions of all units within the Division to ensure that timely procurement support will be provided for all clients. The Office will also provide support to all units on complex, innovative projects, including collaborative engagement with other United Nations entities.

443. In addition, the Office will provide information to DMSPC on operational issues and challenges associated with policy issues and will implement policy guidance from DMSPC into day-to-day procurement operations. The Office will liaise with Member States, as appropriate, on procurement matters and with the procurement network of the High-Level Committee on Management to identify procurement synergies with other United Nations entities.

Aviation, Major Commodities and Regional Service

444. Based on a category management approach and recognizing the importance of providing client-oriented services for complex, high-value and strategic acquisitions, the Aviation, Major Commodities and Regional Service will meet the procurement needs of Secretariat-wide entities in the following categories: air, road and sea charter; various other aviation-related requirements; global freight-forwarding and logistics services; and turnkey contracts covering food, fuel, pharmaceuticals, vehicles and other relevant strategic items. The Service will also provide field-focused support, including but not limited to agile and standby resources to expedite procurement for new and expanding missions, while leveraging local and regional networks of suppliers in support of various entities.

Real Estate, Information Technology and Corporate Service

445. Based on a category management approach, the Real Estate, Information Technology and Corporate Service will provide global procurement services in the following categories: ICT, real estate/construction projects and infrastructure/engineering services, and corporate services, including consultancies and critical financial services. This includes the procurement of global ICT requirements in support of all entities, addressing requirements at the local, regional and corporate levels while taking advantage of economies of scale and the cost/benefits of IT governance. The Service will also support the expansion of a global sourcing approach for ICT, including enterprise applications, migration to cloud computing and further development of enterprise-wide IT contracts that will leverage the buying power of the entire Secretariat. Corporate services will include key consultancies, training and implementing partners to benefit a wide array of clients in the Secretariat, both at Headquarters and the field, as well as specialized, high-value services such as banking, outside legal counsel or insurance services. Real estate, engineering and construction form another key area with meaningful opportunities for rationalization and savings. Services will be provided with a global

perspective for strategic capital review projects, related infrastructure and facilities management in support of field missions and other Secretariat entities.

446. The Service will coordinate acquisition activities closely with the Logistics Division, OICT, as well as other clients and stakeholders in the Secretariat for the relevant categories.

Uniformed Capabilities Support Division

447. Over 90,000 military and police personnel are currently deployed to United Nations peace operations. Multiple organizational units across DPKO, DFS, DM and — in the case of special political missions — DPA — are currently involved in the end-to-end force generation process. The current arrangements make it difficult to obtain a holistic view of the support requirements of, and reimbursement to, individual contingents and units, and the need to cross organizational boundaries creates process delays that impede service delivery. It is therefore proposed to consolidate all the related functions currently residing in the Memorandum of Understanding and Claims Management Section and Reimbursement Policy and Liaison Section of the Field Budget and Finance Division, the Contingent-Owned Equipment Unit in the Logistics Support Division and the Financial Information Operations Service in OPPBA into a single Uniformed Capabilities Support Division.

448. This Division would serve as the single point of entry in the Secretariat on support and reimbursement issues related to military and police contingents for both Member States and counterparts within the Secretariat, including the proposed DPPA and DPO. The consolidation of these functions will address the current fragmentation in the support aspects of the end-to-end force generation process, allow the Department to better serve the needs of other stakeholders, more effectively analyse different sources of data to identify and address areas of concern, and more efficiently manage verification and reimbursement. It will also allow for closer coordination with other units in the Office of Supply Chain Management that provide support to troop-and-police-contributing countries, such as the Movement Control Section.

Memorandum of Understanding and Reimbursement Policy Section

449. The Memorandum of Understanding and Reimbursement Policy Section will be responsible for overseeing policies and procedures related to the reimbursement of troop-and-police-contributing countries and the verification and control of COE, for providing support to the triennial meetings of the Working Group on Contingency-Owned Equipment and the updating of the Manual on Policies and Procedures concerning Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions, and for undertaking the quadrennial survey of personnel costs established by the General Assembly in its resolution 67/261. The Section will also lead negotiations with troop-and-police-contributing countries in preparing MOUs to support the deployment of formed military and police units. It will serve as the primary focal point for communications between permanent missions of troop-and-police-contributing countries and the Secretariat on questions related to reimbursement and the MOUs and subsequent amendments, where applicable.

450. The establishment of this Section will capitalize on the benefits already evident from the restructuring of the Memorandum of Understanding and Claims Management Section and the establishment of the Reimbursement Policy and Liaison Section approved by the General Assembly in resolution 69/308. This restructuring has already allowed the Secretariat to more effectively respond to queries from Member States regarding reimbursement for COE and members of formed military and police units, to support the work of the Working Group on Contingent-Owned Equipment.

Reimbursement Claims Management and Performance Section

451. The Reimbursement Claims Management and Performance Section will be responsible for the calculation, analysis and processing of reimbursement to troop-and-police-contributing countries on account of contingent personnel, major equipment and self-sustainment, as well as death and disability compensation for all uniformed personnel. It will also calculate the wet lease, dry lease and maintenanace rates applicable for each formed unit in accordance with the decisions of the General Assembly, and will prepare estimates for the costs associated with reimbursement to troop-and-police-contributing countries for inclusion in budget proposals.

452. The new Section will also take responsibility for the verification framework for field missions, ensuring that appropriate processes and robust controls are in place to measure deployed and serviceable equipment capabilities in field missions. A greater emphasis on performance information and analysis will also ensure that gaps in operational performance can be identified and reimbursement is appropriately aligned with performance.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*[a]	*2017/18*	*2016/17*[b]	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) COE reimbursement claims assessed and processed on a timely basis at the end of each quarter (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
	(ii) Member States given the opportunity to provide input to the General Assembly on the continued update and/or development of the reimbursement framework for troop-and-police-contributing countries (number of intergovernmental meetings)	Target	0	2	1	N/A
		Estimate		2	3	N/A
		Actual			3	N/A
	(iii) Improved performance index for property management for all peacekeeping missions, based on scores for 20 key performance indicators (performance index for property management)	Target	1 800	1 800	1 800	1 800
		Estimate		1 800	1 800	1 800
		Actual			1 538	1 516
	(iv) Reduction in the number of days of submission of quarterly verification reports on physical inspection of major equipment and self-sustainment (number of days)	Target	30	30	40	45
		Estimate		30	40	45
		Actual			40	45
	(v) MOUs for contingents deployed to new or expanding missions finalized on a timely basis after deployment (number of days)	Target	90	90	N/A	N/A
		Estimate		90	180	180
		Actual			180+	180+
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Identification and deployment, within 90 days of Security Council mandates, of logistics equipment and assets to support start-up teams and initial troop or police deployments (number of days to deployment)	Target	90	90	90	90
		Estimate		90	90	90
		Actual			N/A	N/A

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018/19[a]	*2017/18*	*2016/17*	*2015/16*
	(ii) Reduction in the marginal cost of peacekeeping operations (percentage reduction in the average cost per deployed uniformed personnel)	Target	1	1	1	0.3
		Estimate		1	1	0.3
		Actual			1	0.3
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Death and disability claims processed within 90 days of documentation submission (compliance rate)	Target	95	95	N/A	N/A
		Estimate		75	N/A	N/A
		Actual			N/A	N/A
	(ii) MOUs for contingents deployed to existing missions finalized on a timely basis after deployment (number of days)	Target	90	90	N/A	N/A
		Estimate		90	180	180
		Actual			180+	180+
	(iii) Compliance of active peacekeeping operations with newly established light passenger vehicle holding policies (percentage)	Target	90	95	94	93
		Estimate		96	94	93
		Actual			96.7	93
	(iv) All mission functions, structures and business processes are aligned with SCM initiative as outlined in SCM blueprint (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(v) Implementation of centralized warehousing concept by all missions in accordance with centralized warehousing guidance (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(vi) Rate of evaluation of vendors through the supplier appraisal system	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(vii) Average time for review of local procurement authority requests less than or equal to 8 days	Target	8	8	8	8
		Estimate		8	8	8
		Actual			7.5	7.6
	(viii) Average time for submission of local committee on contracts cases to the Headquarters Committee on Contracts, excluding ex post facto cases less than or equal to 25 days	Target	25	25	25	25
		Estimate		25	25	25
		Actual			20.0	22.5

[a] Indicators of achievement reflect a full year from 1 July 2018 to 30 June 2019 and will be partially achieved by legacy departments during the period 1 July to 31 December 2018.

External factors

453. Troop-and-police-contributing countries will cooperate to ensure the timely completion and implementation of MOUs in line with the requirements of the provision of troops, formed police unit personnel and COE; vendors and suppliers will be able to deliver goods and services on time; and vendors will participate in business seminars and apply for registration.

Outputs

454. During the period 1 January to 30 June 2019, the following outputs will be delivered:

Outputs	*Quantity*
Administrative support services	
Overall management	
Uniformed capabilities support	
1. Quarterly assessment and calculation of COE and personnel reimbursement and letter-of-assist entitlements for military and police contingents deployed to field missions (number of payments)	1 300
2. Assessment and processing of death and disability compensation cases for uniformed personnel deployed to field missions (number of claims)	50
3. Quarterly calculation of proportional deductions to personnel reimbursement owing to absent or non-functional major COE contributed to field operations (number of payments)	600
4. MOUs negotiated and signed for military and police contingents newly deployed to field missions (number of MoUs)	7
5. Amendments to existing MOUs for military and police contingents as a result of changes to operational or technical requirements (number of amendments to MoUs)	75
6. Agreements negotiated and signed for military and police contingents committed to Peacekeeping Capability Readiness System (number of agreements)	5
7. Assessment and calculation of premiums payable for risk or rapid deployment of enabling contingents for military and police contingents deployed to field missions (number of awards)	2
8. Quarterly status reports to troop-and-police-contributing countries on verified status of required COE, status of MOUs and payment of reimbursement of COE (number of reports)	600
9. Briefings to Member States on reimbursement framework and predeployment visits to troop-and-police-contributing countries	10
Logistics	
10. Annual SCM plan to provide global visibility of field mission demands and develop long-term demand-forecasting and sourcing strategy for selected goods and services relevant to end-to-end SCM approach	1
11. Casualty evacuation policy across all missions promulgated and implemented	1
12. Maintenance of 100 global systems contracts for more than 20 commodity groups, including design and review of technical specifications, solicitation and document and vendor submission in the areas of engineering, transport, medical, general supplies (number of contracts)	100
13. Maintenance of 30 turnkey contracts for fuel and rations	30
14. Reports on aviation safety assessments for peacekeeping missions with air assets and regional aviation safety office	8
15. Safety standard developed for operating single-engine turbine aeroplanes in peacekeeping operations	1
16. Implementation of electronic rations management systems in field missions	2
17. Online platform developed and implemented to facilitate self-paced online training on SCM for all related staff across all field missions and at Headquarters	1
18. Management of air service contracts with commercial and military providers across all missions (192 aircraft serviced under commercial contracts and letters of assist, 2 commercial and 10 military unmanned aircraft systems, 71 air charter agreements, 5 standby contracts and 1 satellite tracking contract)	281
19. Consultation, assessments and cooperation with 3 existing and potential aviation asset-providing partners	2
20. Deployment, rotation and repatriation movements of uniformed personnel and associated cargo (approximately 51,000 tons) annually by air, naval and ground transport modalities	87 500
21. Guidance and technical support to all troop-and-police-contributing countries deploying troops to all peacekeeping missions for preparation and shipment of COE	8
22. Standardized template for statement of requirements developed to accelerate completion of solicitation exercise to establish systems contract and improve quality of technical details for procuring goods and services	1
23. Monthly VTCs with peacekeeping missions to review demand planning	6

Outputs	Quantity
24 Monthly meeting with Procurement Division to discuss planning of sourcing activities	6
25 A web-based system for monitoring solicitation process steps to ensure timely completion of solicitations, with clearly identified roles and responsibilities of different entities involved within end-to-end solicitation processes	1
26 Hosting of conference on implementation of SCM	1
27 Briefing to directors and chiefs of mission support on implementation of SCM across all missions	1
International cooperation and inter-agency coordination and liaison	
Other services	
28 Meetings with international partners, including Member States, to identify and implement functional arrangements within areas of logistics cooperation in field missions	3
29 Meeting with United Nations partner organizations (International Civil Aviation Organization, World Food Programme and others) through United Nations Aviation Technical Advisory Group, to ensure development of an effective and efficient United Nations aviation regulatory framework through collaborative discussions and dialogues	1
Technical cooperation	
30 Predeployment/assessment visits to troop-and-police-contributing countries to assess logistics capabilities and advise Member States on major equipment and self-sustainment shortfalls	8
31 Logistics support-related briefings to/consultation with Member States and/or permanent missions on different areas of logistics requirements	16
32 Consultations with troop-and-police-contributing countries to support negotiation of MOUs or address shortfalls	3
Enabling service	
33 Quarterly performance reports on implementation of property management directives	2
34 Performance management framework developed to measure overall health of upstream SCM against the established baselines to facilitate informed decision-making	1
35 SCM blueprint updated and promulgated to provide guidance to field missions on developing business processes, standard operating procedures and business rules in line with end-to-end SCM approach	1
36 Compilation of yearly Secretariat-wide procurement statistics to provide data to broad group of stakeholders to support the integrated end-to-end supply chain	1
37 Publication of new or amended Umoja business intelligence reports for Secretariat-wide consumption by procurement staff	4
38 Publication of upcoming Secretariat procurement opportunities (expressions of interest) on Division website	500
39 Processing of requests for level 1 supplier qualification for registration of qualified suppliers worldwide	500
40 Processing of request for level 2 supplier qualification for registration of qualified suppliers worldwide	100
41 Business seminars for suppliers from developing countries and countries with economies in transition on how to do business with the United Nations	12
Procurement	
42 Staff trained in courses on supply and value chain management and contracting for fuel, food rations, vehicles, sea charter and air charter and other specialized training courses	18
43 Issuance of purchase orders in support of peacekeeping operations	750
44 Staff at Headquarters and in field operations enrolled in external professional procurement certification courses, including online courses and web seminars	15
45 Issuance of systems and regular contracts, including amendments in support of peacekeeping operations	290
46 Staff at Headquarters and in field operations trained in procurement courses offered at online procurement training campus	50

Outputs	Quantity
47 Organization of business seminars for developing countries and countries with economies in transition and training of 10 staff members from chambers of commerce on procedures for vendor registration (number of locations)	12
48 Review of level 1 and Level 2 supplier qualification level requests	600
49 New international tenders launched in support of existing peacekeeping missions for entire range of engineering support and equipment, vehicles and material-handling equipment, fuel, rations, general supplies, medical and security equipment and services, and information technology and communications requirements	37
50 New international tenders launched in support of peacekeeping missions in relation to passengers and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services	85
51 Site visits, bidders conferences and contract negotiations prior to contract award for the tenders launched, participation in 5 trade and industry fairs	11
52 Review of local procurement authority requests and 100 local committees on contracts/Headquarters Committee on Contracts cases in which threshold for delegation of procurement authority to peacekeeping missions has been exceeded	75
53 Technical review and administrative support of established high-value and complex systems contracts in major commodity groups of vehicles, fuel, rations, engineering, long-term freight-forwarding, long-term air charter, supplies, logistics and ICT	140
Other substantive activities	
Good offices, fact-finding and other special missions	
54 Market surveys, assistance to DFS on commercial negotiations and review of 100 letters of assist/Headquarters Committee on Contracts cases for the deployment, rotation and repatriation of troops and COE and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions	100
55 Due diligence investigations of requests for sole-source procurement based on proprietary nature of goods and services to ensure internal control, including performance of market research related to information technology and communications requirements of missions	30
56 Performance of cargo insurance requests and claims, shipping authorizations, import customs clearances	125

(b) Human resources requirements

		Professional category and above							General Service and related categories					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	1	4	12	48	77	4	**146**	6	58	–	–	**64**	**210**
	Net change	**1**	**4**	**12**	**48**	**77**	**4**	**146**	**6**	**58**	–	–	**64**	**210**
Temporary positions	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	–	–	–	–	–	–	1	–	–	**1**	**1**
	Net change	–	–	–	–	–	–	–	–	**1**	–	–	**1**	**1**
Total Office of Supply Chain Management	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	1	4	12	48	77	4	**146**	6	59	–	–	**65**	**211**
	Net change	**1**	**4**	**12**	**48**	**77**	**4**	**146**	**6**	**59**	–	–	**65**	**211**

(c) Justification of GTA positions

Enabling Section

1 Procurement Assistant (GS (OL)) (continuation)

455. The staffing establishment of the new Vendor Outreach Team in the Enabling Section comprises 3 posts (1 P-3, 1 P-2 and 1 GS (OL)) funded from the support account.

456. The Team is responsible for maintaining and managing the United Nations vendor roster, undertaking vendor due diligence and undertaking outreach efforts to source new vendors in order to expand the existing vendor roster to cover a wider geographical area so that the Organization can achieve its principle of effective international competition. Since the roll-out of Umoja and its centralized vendor roster, the Team has continued to provide Secretariat-wide services with regard to vendor record quality control. The centralization of the vendor roster and its use by the entire United Nations Secretariat has resulted in a considerable increase in administrative actions relating to vendor management. In 2017, the Team handled 92 special approval request cases, of which 33 were related to peacekeeping operations, compared with a total of 62 cases in 2015. The total number of suppliers registered with the Secretariat stood at more than 114,000 in 2017, compared with 64,000 in 2015.

457. In this context, it is proposed that the GTA position of Procurement Assistant (GS (OL)) be continued. The incumbent would provide vendor registration support, administer the supplier register inbox, review vendor applications and support other administrative tasks related to vendors.

4. Division for Special Activities

(a) Results-based-budgeting framework

458. The Division for Special Activities will oversee a range of specialized and cross-cutting operational capacities. A key element of its responsibilities will be the exercise of authorities on behalf of clients that lack the capacity to do so accountably, including the offices of special advisers and envoys at Headquarters or in the field, start-up missions or those whose authorities have been withdrawn. The specific requirements for different clients will be met through dedicated staffing resources or — in particular for start-up and surge requirements — through the formation of temporary teams with subject matter experts drawn from the Office of Support Operations, the Office of Supply Chain Management and the Office of Information and Communications Technology. The Division will also include the Operational Planning Service to help identify and plan for emerging support requirements, the Partnerships Support Service to coordinate support provided by the Department to non-Secretariat entities and an operational training and knowledge management capacity.

Resource Planning and Analysis Section

459. The Resource Planning and Analysis Section will take an integrated approach in working with counterparts across DOS to ensure that efforts to support client groups across the Secretariat are in line with Organizational priorities and other objectives related to value for money and resource stewardship. With a focus on data-driven analysis, the Section will work with these counterparts in examining major resourcing drivers and practices within the responsibilities of DOS to ensure cost-effective operational support solutions.

460. The placement of the Section within the Division for Special Activities enables it to contribute to major operational support efforts and projects across DOS. The Section

will integrate and harmonize performance and cost analysis across the various pillars of the Department and measure the impact of the Department's major resource efficiency efforts. It will provide support and input on best practices and practical, operational solutions to the various entities within DOS to assist them in the delivery of support to clients throughout the Secretariat. The Section will also develop operational resourcing standards to guide the work of DOS and its client entities and coordinate the input of the Department into strategic mission reviews and civilian staffing reviews.

Operational Planning Service

461. The Operational Planning Service will provide support to entities on integrated human resources planning processes in the context of establishing new entities and expanding and/or downsizing existing entities. It will also leverage the capacities of the Resource Planning and Analysis Section, which will be located in the same Division, for support on financial planning during such situations. The integration of these related functions will allow for a more holistic approach to operational support planning by DOS. To address planning requirements in peace operations contexts, this capacity will complement and work closely with the planning capacity within the proposed Office of the Under-Secretary-General of Peace Operations.

462. This Service will work very closely with the Client Support and Special Situations Section during periods of major activity, such as mission start-up, transition and liquidation.

Client Support and Special Situations Section

463. The Client Support and Special Situations Section will provide advisory and support services to entities during start-up, transition, downsizing and liquidation, providing support for overall planning and implementation assistance. It will backstop personnel in affected entities and provide career support through guidance to managers and staff and assistance with placement of downsized staff across the Secretariat. The Section will review whether existing regulations, rules and policies are fit-for-purpose in special situations and liaise with DMSPC to address challenges and gaps identified. The Section will establish and maintain dedicated surge capacity support through established standby arrangements and rosters to facilitate rapid and timely deployment and serve as a focal point for support to entities in emergency situations, the development of action plans and after-action reviews, thus increasing emergency preparedness across the Secretariat and ensuring consistency in operational support in crisis management.

464. During start-up, surge and crisis situations, the Client Support and Special Situations Section will be temporarily augmented by staff drawn from the Office of Support Operations, the Office of Supply Chain Management and the Office of Information and Communications Technology, as required, to meet immediate support requirements until the crisis has ended or resources have been identified or approved to meet the requirements on an ongoing basis.

Partnerships Support Service

465. In the past decade, the United Nations has increasingly been asked to provide support to non-United Nations peace operations, including operations mandated or authorized by the African Union. Currently, the United Nations supports two such operations — AMISOM and the G5 Sahel joint force — in addition to its joint deployment of UNAMID. In recent years, it also supported the African-led International Support Mission in Mali and African-led International Support Mission in the Central African Republic prior to their transition to United Nations peacekeeping missions. It is also working to strengthen cooperation with regional

organizations such as the European Union and the Organization for Security and Cooperation in Europe. Such partnerships are expected to become increasingly important for addressing challenges to international peace and security, as United Nations peace operations may not always be the most appropriate or effective response to particular situations.

466. While the Controller will continue to lead and be the focal point for financial aspects of all agreements with regional organizations, the Partnerships Support Service will be responsible for maintaining relationships with regional organizations and bilateral support providers; for negotiating agreements and MOUs, in consultation with the Office of Finance and Budget; for monitoring the support provided to or received from non-Secretariat entities; and for coordinating with relevant counterparts within the Secretariat to address support issues. To perform the full range of activities that will be performed by the new Service, it is proposed to augment the capacities from the current Headquarters Support Team by redeploying two additional P-5 posts to the Service: 1 Senior Support Officer from the Office of the Assistant Secretary-General for Field Support and 1 Senior Finance Officer from the Field Budget and Finance Division, given the financial dimensions of many support agreements.

Integrated operational teams

467. Currently, support officers from DFS are embedded in the integrated operational teams in the Office of Operations in DPKO to provide expertise on issues pertaining to mission support. It is proposed that six support officers from DOS be made available to the Under-Secretary-General for Peace Operations to provide the necessary support to the integrated operational teams for peacekeeping operations in the regional structure of the peace and security architecture in a flexible manner.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*[a]	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Security Council informed of the resources and field support implications during consideration of new, expanding or transitioning field operations (compliance rate)	Target	3	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) All new and expanded peacekeeping operations have Mission Support Concepts (percentage)	Target	100	100	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			100	N/A
	(ii) Advanced teams are deployed rapidly to all newly established missions to support meeting target dates for initial operating capacity and full operating capacity (percentage)	Target	100	100	100	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A
	(iii) Inputs for budgeted costs for new, expanding or transitioning field operations identified on a timely basis after the adoption of a related Security Council resolution (number of days)	Target	21	21	21	21
		Estimate		21	21	21
		Actual			21	21

[a] Indicators of achievement reflect a full year from 1 July 2018 to 30 June 2019 and will be partially achieved by the legacy departments during the period 1 July to 31 December 2018.

External factors

468. Demand for support services will not exceed projections, for example, owing to unforeseen events or policy changes; Member States provide support to United Nations reform initiatives; new or expanding missions are authorized during the reporting period.

Outputs

469. During the period 1 January to 30 June 2019, the following outputs will be delivered.

Outputs	Quantity
Client support and special situations	
1. Recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve target incumbency rates as specified in mission compacts	1
2. Field visits to missions to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management	2
Operational planning	
3. Strategic assessments of mission requirements, set-up and resourcing	4
4. Effective drawdown and transition of peacekeeping operations	2
5. Situational awareness and high-level planning reports on emerging requirements and operations	4
6. Mission support concepts developed and updated to reflect new or changing operational environments in programme delivery	3
Special partnerships	
7. Participate in joint African Union-United Nations review of AMISOM	1
8. Lead strategic assessment of UNSOS to ensure mandate and resources are aligned to new AMISOM and UNSOM mandates and strategic priorities	1
9. Baseline indicators established in UNSOS to benchmark and monitor performance for enhanced oversight	5
10. Strengthen links on operational matters in regional and subregional organization operations as mandated by Security Council: establishment of 2 new arrangements	2
11. Management of joint support arrangements with countries and/or regional/subregional organizations	5
12. Engage with regional organizations, Member States and troop-and-police-contributing countries to identify and support implementation mechanisms responsible for oversight and accountability as well as compliance related to human rights and international humanitarian law in field missions (number of engagements)	100
Resource planning and analysis	
13. Comparative analysis and management reports on elements in operational support (number of field entities)	15
14. Coordination of guidance on major resourcing priorities for field missions (number of field entities)	15
15. Annual revisions to standard resourcing allocations and prices for implementation in field missions (number of guidance documents)	1
16. Coordination of reviews of major projects across field missions (number of reviews)	4
17. Administration of residual matters relating to field missions being liquidated (number of field missions)	3
18. Estimated impact of proposals to the Security Council which have significant financial and field support implications (number of proposals)	3
19. Costing of major operational initiatives and strategic reviews	6
20. Cross-cutting assistance and advice to offices and missions on operational support solutions (number of field entities)	15

Outputs	Quantity
21 Preparation of initial resource plans for implementation of new or expanding field operations mandated by Security Council (number of missions)	3
22 Support to field financial and budgetary functions for new or restructured field operations (number of missions)	3

(b) Human resources requirements

Posts		Professional category and above							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Principal level	Other level	Field Service	National GS staff	**Subtotal**	**Total**
Total Division for Special Activities	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	2	9	11	7	–	**29**	3	16	–	–	**19**	**48**
	Net change	–	2	9	11	7	–	29	3	16	–	–	19	48

(c) Justification of posts

Integrated operational teams

Downward reclassification of 2 posts from P-5 level to P-4 level

470. The approved resources of the DFS contribution to the integrated operational teams currently consists of 6 posts (5 P-5 and 1 P-4) under the support account. As provided in the report of the Secretary-General on the peace and security reform (A/72/772), it is proposed to downgrade two posts at P-5 level to P-4 level based on the envisaged requirements.

5. Division of Administration, New York

(a) Results-based-budgeting framework

471. Location-specific services will be delivered by the Division of Administration, New York, in a similar manner to the divisions of administration at offices away from Headquarters.

472. The Division will consist of the Headquarters Client Support Section, the Headquarters Information and Communications Technology Support Section and the Facilities and Commercial Activities Service. It will provide building management and engineering services, mail and travel services and ICT services for all offices and departments at Headquarters. It will also provide financial and budgetary services and support the management of the human resources requirements of DOS, OICT and offices in New York without their own executive offices or administrative units.

Headquarters Client Support Section

473. The Headquarters Client Support Section will serve as business partner for not only the units of DOS located at Headquarters and OICT but also 13 offices currently supported by EOSG, the Executive Office of DM and the joint Executive Office of DPKO and DFS.

Headquarters Information and Communications Technology Support Section

474. Headquarters ICT operations will transfer from OICT to the Division of Administration, as its functions are limited to the provision of support to clients in New York. The Section will consist of the Broadcasting and Conference Support Unit, the Headquarters Service Desk, the Headquarters Local Area Network Operations

Unit, the Headquarters Data Centre Management Unit and the Headquarters Physical Security Support Unit. These units will directly manage and support day-to-day ICT operations in New York, including ICT and conference support provided to Member States, conference webcasting, public wireless networks, the operations of electronic security systems, turnstiles, access control and surveillance systems. The Section will also be responsible for disaster recovery and business continuity for ICT systems at Headquarters.

475. The Headquarters ICT Section will deliver its services in line with the policies and standards set by OICT and the overall operational ICT landscape of the Secretariat.

Facilities and Commercial Activities Service

476. The proposed organizational structure of the Department incorporates all the local Headquarters services currently in the Facilities Management Service with the exception of the Global Property Management Service. It also incorporates the components in the Commercial Activities Service, including the Travel and Transportation Section and the Archives and Records Management Section, with the exception of the policy capacity of both those Sections and the United Nations Postal Administration.

477. As part of its responsibilities for managing local operations at Headquarters, the Service will be responsible for the development and maintenance of the environmental management system for New York and for the reduction of the environmental impact of Secretariat activities in New York.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Increase in the percentage of peacekeeping-related records that the Archives and Records Management Section takes custody of, protects, preserves and can make available under rules to Member States to support decision-making (percentage)	Target	45			
		Estimate		40		
		Actual				
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Consolidation of infrastructure as a consequence of application consolidation and migration to Office 365 suite of products (percentage)	Target	50			
		Estimate				
		Actual				
	(ii) Migration of secondary technology centre to hybrid enterprise data centre and decommissioning of the secondary technology centre	Target	100			
		Estimate				
		Actual				
	(iii) Increased availability of network at Headquarters (percentage)	Target	99.8			
		Estimate				
		Actual				
	(iv) Increased percentage of peacekeeping operations employing standard policies, tools and technical standards for information and records management (paper and digital records) (percentage)	Target	75	75	70	70
		Estimate		75	70	70
		Actual			70	70

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018/19	*2017/18*	*2016/17*	*2015/16*
	(v) Standard office accommodations are provided to all new and existing personnel funded from the support account at Headquarters	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(vi) Positive feedback on surveys of peacekeeping missions regarding the provision of mail services (percentage)	Target	92	91	91	90
		Estimate		91	91	90
		Actual			91	90
	(vii) Positive feedback on surveys of users of travel and transportation services (percentage)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			95	95

External factors

478. The ICT services in New York are expected to achieve their expected accomplishments on the assumption that vendors and suppliers will deliver goods and services on time and that Member States will provide the required resources for the delivery of ICT services; contracted couriers will process shipments on a timely basis; developments in the airline and shipping industries will continue to affect negotiation of favourable agreements and/or contracts.

Outputs

479. During the period 1 January to 30 June 2019, the following outputs will be delivered.

Outputs	*Quantity*
Administrative support services	
Mail operations services: screening and delivery of incoming and outgoing mail and valises to all peacekeeping operations	
1 Servicing postal mail (pieces)	255 000
2 Servicing pouch (pounds)	20 000
3 Servicing pouch mail (valises)	135
Travel services	
4 Negotiation or renegotiation of airline agreements to reduce costs to field missions	23
5 Responses to requests for guidance relating to specific air travel implementation and shipments policies and procedures provided to peacekeeping missions	600
6 Processing of travel authorizations	1 500
7 Processing of United Nations travel documents	3 250
8 Processing of requests for visas	650
9 Processing of host-country registrations	400
10 Entitlement calculations of lump-sum home leave travel requests for staff members at Headquarters	150
11 Provision of VTC sessions with travel units of peacekeeping missions in relation to ongoing changes in travel and shipment industries and Umoja travel processes and issues	12
12 Hosting of annual conference for travel managers from peacekeeping missions to assist with travel policy interpretation and Umoja Travel module topics	1

Outputs	*Quantity*
Facilities management	
13. Training sessions and outreach initiatives for property managers across field missions	1
14. Number of service requests for spaces in order to meet changing needs of Organization	30
Archives and records management	
Capacity-building and direct field support	
15. Community of practice (monthly VTCs) for all peacekeeping operations information management focal points facilitated by the Archives and Records Management Section	6
16. Biennial information/records management workshop delivered for all peacekeeping operations information management focal points, mission capability to implement records management requirements is improved	1
Provision of reference services	
17. Responses to research and access requests for peacekeeping records and archives are made within the target deadline (hours)	12
18. Use of the Organization's peacekeeping archives increases by 5 per cent as a result of an outreach campaign: online catalogues, thematic guides, exhibits, social media feed (campaign)	1
Management and preservation of digital peacekeeping operations information	
19. Maintenance and preservation of additional peacekeeping operations digital records and archives transferred to the Archives and Records Management Section in 2018/19 (terabytes)	2
20. Maintain the Archives and Records Management Section receiving process for digital records, in compliance with requirements for secure, documented receipt and application of retention policy (business process)	1
21. Provide a scalable, secure and stable technology infrastructure for storage and protection of additional volume of digital archives (infrastructure)	1
22. Digitally endangered datasets (UNMISET Serious Crimes Unit (2005) under Security Council resolution 1599 (2005) and UNMIK Department of Justice/Office of Missing Persons and Forensics and Kosovo Property Agency (1999–2008)) are restored and preserved (data set)	1
23. Formulation of business case detailing strategy, process and procedures for a digital preservation system that allows a standardized method of transferring digital peacekeeping operations records to the custody of the Archives and Records Management Section upon transition and/or liquidation	1
24. Solicit a request for expressions of interest and requests for proposals for digital preservation system to future-proof United Nations peacekeeping archives for accessibility and retrievability	1
25. Technical chain of custody processing of digital records from MINUSTAH and UNMIL is done, security copies made, and data secured	1
26. Application of approved retention policy by Archives and Records Management Section to decommissioned data sets, leading to disposal of obsolete data, reducing storage and maintenance costs (terabytes)	0.75
Management and preservation of paper peacekeeping records	
27. Maintain and indefinitely preserve new paper records and archives received in 2018/19 (boxes)	2 350
Information and communications technology	
28. Maintenance of telecommunications infrastructure connecting United Nations Headquarters with offices away from Headquarters and peacekeeping missions, including satellite earth station and secondary technology centre	1
29. Maintenance of telephone service for staff in New York and connection to a centralized call manager	1

(b) Human resources requirements

Posts and temporary positions		D-2	D-1	P-5	P-4	P-3	P-2	Subtotal	Principal level	Other level	Field Service	National GS staff	Subtotal	Total
		Professional category and above							General Service and related categories					
Total Division of Administration, New York	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	1	2	4	2	9	2	12	–	–	14	23
	Net change	–	–	**1**	**2**	**4**	**2**	**9**	**2**	**12**	–	–	**14**	**23**

6. Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance: Amount	Variance: Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	–	33 311.5	33 311.5	–
II. Non-post resources					
GTA	–	–	1 069.4	1 069.4	–
Consultants and consulting services	–	–	368.7	368.7	–
Official travel	–	–	594.3	594.3	–
Facilities and infrastructure	–	–	10 560.5	10 560.5	–
Communications and information technology	–	–	951.8	951.8	–
Medical	–	–	25.0	25.0	–
Other supplies, services and equipment	–	–	169.6	169.6	–
Subtotal, II	–	–	**13 739.3**	**13 739.3**	–
Total	–	–	**47 050.8**	**47 050.8**	–

(a) Analysis of financial resource requirements

480. The provisions below cover the proposed post and non-post resources for the period 1 January to 30 June 2019. Based on the proposed implementation of the Secretary-General's reform initiatives as of 1 January 2019, the provisions for the second half of the 2018/19 period are redistributed from the legacy structure to the new structure based on the estimated timing of expenditures and the functions of the new department.

Post resources

Category	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance: Amount	Variance: Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	2 575.4	2 575.4	–
Office of Support Operations	–	–	8 781.3	8 781.3	–
Office of Supply Chain Management	–	–	16 714.9	16 714.9	–

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	 Percentage (5)=(4)÷(2)
Division for Special Activities	–	–	3 765.5	3 765.5	–
Division of Administration, New York	–	–	1 474.4	1 474.4	–
Total	–	–	**33 311.5**	**33 311.5**	–

481. The provision would cover the salaries, common staff costs and staff assessments for the proposed 429 posts.

482. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources and the continuity of the activities performed under the new structure.

GTA

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	 Percentage (5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	39.6	39.6	–
Office of Support Operations	–	–	895.8	895.8	–
Office of Supply Chain Management	–	–	39.6	39.6	–
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	–	–	94.4	94.4	–
Total	–	–	**1 069.4**	**1 069.4**	–

483. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 14 GTA positions and 5 months of temporary assistance positions.

484. In the Archives and Record Management Section of the Division of Administration, New York, 5 person-months of 1 GTA Information Management Officer (P-4) position is proposed to continue developing a technology plan and business case to preserve peacekeeping archives. Of this amount, 5 months for the first half of the 2018/19 period is provisioned under the previous structure under OCSS/DM.

485. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources and the continuity of the activities performed under the new structure.

Consultants and consulting services

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	 Percentage (5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	–	–	38.0	38.0	–

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Office of Supply Chain Management		–	312.0	312.0	–
Division for Special Activities	–	–	–	–	–
Division of Administration, New York		–	18.7	18.7	–
Total	–	–	**368.7**	**368.7**	–

486. The amount of $38,000 is requested to engage a consultant to further progress the staffing principles and parameters project (methodology for a proof of concept model to determine staffing needs in peacekeeping missions in a structured and consistent manner), which would support further refinement of the model, with an additional two functional areas/pillars to be developed.

487. The provision of $330,100 is proposed for process improvement and the development of a different framework for the implementation of the end-to-end process of the SCM concept.

488. The amount of $6,000 is proposed for training requirement under SCM initiatives. The consultancy services will be used to develop a web-based training programme to provide self-paced training for all United Nations staff. The training will cover all areas of SCM starting from planning to actual operations.

489. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources and the continuity of the activities performed under the new structure.

Official travel

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	153.9	153.9	–
Office of Support Operations	–	–	89.8	89.8	–
Office of Supply Chain Management	–	–	302.0	302.0	–
Division for Special Activities	–	–	24.2	24.2	–
Division of Administration, New York	–	–	24.4	24.4	–
Total	–	–	**594.3**	**594.3**	–

490. The amount of $594,300 is proposed for travel during the last six months of the budget period.

491. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources and the continuity of the activities performed under the new structure.

Facilities and infrastructure

Category	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	–	–	–	–	–
Office of Supply Chain Management	–	–	–	–	–
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	–	–	10 560.5	10 560.5	–
Total	–	–	**10 560.5**	**10 560.5**	–

492. The amount of $10,560,500 is proposed for the standard rental of premises and for alterations, improvements and furniture centrally administered by the Division of Administration, New York, on behalf of all posts and positions located in New York for the period 1 January to 30 June 2019.

493. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources and the continuity of the activities performed under the new structure.

Communications and IT

Category	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	–	–	25.0	25.0	–
Office of Supply Chain Management	–	–	196.4	196.4	–
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	–	–	730.4	730.4	–
Total	–	–	**951.8**	**951.8**	–

494. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources and the continuity of the activities performed under the new structure. In the Division of Administration, New York, an amount of $730,400 is proposed for the maintenance and reparation of IT equipment based on the standard service-level agreements established by OICT; the support account share of central IT infrastructure costs; the acquisition of new and the replacement of obsolete standard IT equipment; as well as managed output service. The amount under the Division of Administration, New York, also includes software and equipment for archiving.

Medical

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	–	–	25.0	25.0	–
Office of Supply Chain Management	–	–	–	–	–
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	–	–	–	–	–
Total	–	–	**25.0**	**25.0**	–

495. An amount of $25,000 is proposed for medical travel kits and the maintenance of medical equipment.

496. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources and the continuity of the activities performed under the new structure.

Other supplies, services and equipment

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Office of the Under-Secretary-General	–	–	–	–	–
Office of Support Operations	–	–	2.4	2.4	–
Office of Supply Chain Management	–	–	33.9	33.9	–
Division for Special Activities	–	–	–	–	–
Division of Administration, New York	–	–	133.3	133.3	–
Total	–	–	**169.6**	**169.6**	–

497. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources and the continuity of the activities performed under the new structure.

G. Office of Information and Communications Technology

498. A single Office of Information and Communications Technology will be established through the consolidation of the existing Office of Information and Communications Technology in DM and the Information and Communications Technology Division in DFS. As this Office will perform both some policy and standards-setting functions and deliver operational support to clients throughout the Secretariat, it will retain reporting lines to both the Under-Secretary-General for Management Strategy, Policy and Compliance and the Under-Secretary-General for Operational Support. Given that ICT is cross-cutting, underpinning the Organization's core mandates and activities, a single entity to cover the Organization's end-to-end operations and business processes under a single integrated structure with a holistic approach to the delivery of ICT services will meet

client needs. ICT is driven by the rapid pace of technological change; therefore, placing strategy, policy and compliance functions within the same Office as ICT operations will enable rapid and responsive service delivery, in particular in relation to standards and architecture, and will facilitate continual updates and improvements to the compliance framework. The unified ICT structure will allow the Organization to leverage the gains already made, and expedite the remaining elements of the ICT strategy. It will also enable an agile approach and leverage technology and innovation to enable the core work of the Organization.

(a) Results-based-budgeting framework

499. During the 2018/19 period, OICT will focus on the deployment of, and support for, peacekeeping-specific systems. A programme of activities has already been launched, covering (a) ICT infrastructure, including the means to enable secure and adequate connectivity to the enterprise data centres in Valencia and Brindisi; (b) the standardization of processes and tools to be used by local help desks to provide effective support to Umoja and Inspira users; (c) ongoing implementation and support of solutions to manage troop contributions (customer relationship management/troop contribution management), fuel, rations, identity management, United Nations Operations and Crisis Centre; (d) compliance checks, information security assessments and strengthening of the security posture; and (e) the coordination of disaster recovery planning activities.

500. The Office is working to install, test and manage the complex array of infrastructure required by those systems in Valencia and Brindisi. The Office will continue to focus on strategic initiatives, including ICT architecture and standard-setting efforts; the planning and implementation of major infrastructure improvements for the field; the development and implementation of, and support for, Organization-wide and major shared applications; integrated IT project management support activities; the coordination of disaster recovery and business continuity planning for the field; the planning of ICT investments in line with strategy and priorities; and the strategic oversight of ICT-related functions at UNLB, including the review and approval of strategic direction, technical architecture and design, and infrastructure improvements.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions to issues relating to peacekeeping	(i) Security Council is provided, within 3 days of request, with up-to-date geospatial information products, satellite imagery and thematic analysis maps relating to matters in question (days)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Communication links to enterprise systems established within 24 hours of equipment arrival for a new peacekeeping operation or expansion (hours)	Target	24	24	24	24
		Estimate		24	24	24
		Actual			N/A	20
	(ii) Complete 1 rapid deployment exercise, with the participation of 3 peacekeeping missions, at UNLB or RSCE, establishing full communications systems in less than 24 hours, by linking 1 modular command centre to Headquarters and UNLB (hours)	Target	24	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018/19	*2017/18*	*2016/17*	*2015/16*
	(iii) Provision of up-to-date geospatial information products and services to departments and offices of the Secretariat, with a particular focus on the United Nations Operations and Crisis Centre, DPKO and DSS, within 9 days of request (days)	Target	9	9	9	9
		Estimate		9	9	9
		Actual			9	9
	(iv) Provision of information systems to newly established missions within 10 days of request (days)	Target	10	10	N/A	N/A
		Estimate		10	N/A	N/A
		Actual			N/A	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) 99 per cent availability of established ICT infrastructure and existing enterprise information systems to Headquarters and all peacekeeping operations	Target	99	99	99	99
		Estimate		99	99	99
		Actual			99	99
	(ii) Provision of portfolio of technology equipment and services to protect personnel, premises, assets and civilians in peacekeeping operations, when required (contracts)	Target	1	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

External factors

501. Issuance of visas, security considerations or operational constraints in peacekeeping operations will enable the successful implementation of approved IT solutions in the field.

502. Availability and accuracy of geospatial information provided by Member States to meet the Security Council and peacekeeping operations mandates in a timely manner, and to support conflict prevention related to boundary issues may have an impact; new or expanding peacekeeping operations are established during the reporting period.

Outputs

503. During the period 1 January to 30 June 2019, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto	
Security Council	
Substantive servicing of meetings	
1. Provision of secretarial services to Committee of Experts on Global Geospatial Information Management, together with United Nations Statistics Division	1
Administrative support services	
Overall management	
2. Implementation of and support for electronic fuel and rations management solutions in 2 additional peacekeeping operations	2
3. Porting of electronic fuel management solution from Windows CE to Android mobile platform	1
4. Provision of support for enterprise identity management system to users at Headquarters and in the field	1

Outputs	*Quantity*
5. Provision of support for contact database application to users at Headquarters and in the field	1
6. Implementation of second major release of the customer relationship management application for troop-contribution management in 3 peacekeeping operations, adding the mobile component to eliminate paper-based inspection in the field	2
7. Help desk and production support for Inspira, including enhancements to talent management, performance management and learning management modules for use in all peacekeeping operations	1
8. Training on new features and changes to Inspira provided to human resources officers in peacekeeping operations	2
9. Establishment of common platform for management of information security efforts for Secretariat, in accordance with General Assembly resolutions	1
10. ICT support for field network, field-specific applications and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOS	1
11. Audio and videoconferencing services provided to field operations, including technical and day-to-day operational support	3 000
12. Statements of work and technical evaluation for 3 systems contracts and monitoring and administration of 33 contracts for ICT services and equipment.	18
13. Disaster recovery plans for field operations as well as guidance and oversight of disaster recovery reconstitution exercises in 5 missions	7
14. Optimized existing ICT systems and infrastructure in all peacekeeping operations and UNSOS	1
15. Mainstreaming of technologies to protect civilians, United Nations personnel and premises across peacekeeping missions	1
16. Report on centralized operations readiness and strategic deployment stocks completeness to support peacekeeping missions to ensure preparedness for new operations	1
17. Implementation of field support services information systems, electronic correspondence and document-sharing systems in field missions	22
18. Contract for commercial acquisition of sensors, day/night vision cameras, radars and sense and warn systems will be established	1
Parliamentary documentation	
19. Up-to-date peacekeeping deployment maps for inclusion in reports of the Secretary-General	25
Other substantive activities	
Technical material	
20. Up-to-date geospatial information products, satellite imagery and thematic analysis maps to Security Council's consultation meetings and its Panel of Experts	15
21. Standard enterprise geospatial visualization platform in 5 pilot missions in order to enhance common mission operational picture and situational awareness under the framework of the situational awareness programme	3
22. Analysis reports on international boundaries to enhance knowledge base of international boundary issues, including status of disputed boundaries, treaties, maps and satellite imagery	1
23. Analysis and coordination of second administrative-level boundaries data from 10 Member States	5
Seminars	
24. Annual Partnership for Technology in Peacekeeping symposium	1
25. Annual workshops with humanitarian partners on areas related to technology	1

Outputs	*Quantity*
International cooperation and inter-agency coordination and liaison	
Other services	
26. Development of partnerships with Member States, academic institutions and professional organizations and contractual arrangement for the provision of open source geospatial software-based services	1
Technical cooperation	
27. Pilot projects for the provision of geospatial data, services and open source solutions, in partnership with United Nations system, Member States, academia and non-profit organizations	2

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	1	1	2	13	11	3	**31**	4	16	–	–	**20**	**51**
	Net change	**1**	**1**	**2**	**13**	**11**	**3**	**31**	**4**	**16**	–	–	**20**	**51**
Temporary positions	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	–	1	3	–	**4**	–	–	–	–	–	**4**
	Net change	–	–	–	**1**	**3**	–	**4**	–	–	–	–	–	**4**
Total Office of Information and Communications Technology	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	1	1	2	14	14	3	**35**	4	16	–	–	**20**	**55**
	Net change	**1**	**1**	**2**	**14**	**14**	**3**	**35**	**4**	**16**	–	–	**20**	**55**

(c) Justification of GTA positions

Enterprise applications centre: Asia

Electronic rations management system

1 Project Manager (P-4) (continuation)

504. The electronic rations management system (eRMS) project aims to provide full transparency of the food supply chain, monitor consumption and prevent waste and misappropriation. More than $101 million was recorded through the system for the calendar year 2017.

505. The solution is leveraging the SAP back-end and the Siebel front-end, which are both enterprise platforms supporting multiple business processes of the Secretariat. The development of release 1 was done during the 2013/14 period. The first pilot was completed in the 2014/15 period. Lessons learned and critical changes resulting from the pilot phase were implemented during the 2015/16 period and roll-out began with four peacekeeping operations in the 2016/17 period. The roll-out will continue in the 2018/19 period.

506. Each eRMS implementation is a specific project, including activities such as analysing business processes, re-engineering existing processes, data-mapping, configuring mission recipes data, testing, preparing training material/data/equipment, delivering training courses, going live and coaching the users. In other words, each

implementation is not a replication of a previous implementation because the business processes are not equal from one mission to another.

507. The GTA Project Manager (P-4) has been the only position managing the eRMS project since July 2014. Given the continuous need to lead the team, interface with the field missions and the Logistics Support Division/DFS and coordinate the work of 6 contractors in support of the missions and the implementation of additional projects, it is proposed to continue this position. Project resources and responsibilities include:

- Project Manager: lead team, interface with field missions and the Logistics Support Division/DFS, coordinate the work of 6 contractors
- 4 contractors: application support to 8 peacekeeping operations where the solution will be running in the 2018/19 period
- 2 contractors: business analysis, system analysis, operations, monitoring and implementation of eRMS in peacekeeping operations

Electronic fuel management system

1 Information Systems Officer (P-3) (continuation)

508. The electronic fuel management system (eFMS) project aims to provide full transparency of the fuel supply chain, monitor consumption and help detect misappropriation. The volume recorded in the system for the calendar year represented more than 640 million litters for the calendar year 2017.

509. The first release of eFMS was finalized and the pilot completed in MINUSTAH in 2012. The second release was delivered during the 2012/13 period and achieved even higher level of automation, further reducing manual data entry and almost eliminating data input errors. Implementations of the second release were completed in ONUCI, UNIFIL, UNMISS, MINUSMA, MONUSCO, UNMIL, UNAMID and UNISFA, UNFICYP, MINUSCA and UNLB. Despite operational constraints in the field, OICT continues to work towards the target of completing the deployment of eFMS to all peacekeeping operations by the end of the 2017/18 period.

510. During the 2018/19 period, OICT will implement the porting of the solution to the Android platform. Mobile technology evolves every six months and the Secretariat must keep eFMS software compatible with the most recent hardware in order to ensure the sustainability of the solution.

511. The GTA Information Systems Officer (P-3) has been the only position supporting the eFMS project since July 2011. Given the continuous need to interact with the stakeholders, to act as the focal point for the peacekeeping operations, to define eFMS interfaces with local applications at each field mission and to coordinate the work of 6 contractors in support of 13 peacekeeping operations and the implementation of additional projects, it is proposed to continue this position. Project resources and work areas, should the request be approved, include:

- 1 Information Systems Officer (P-3): interact with stakeholders, define interfaces with local field applications, coordinate the work of 6 contractors
- 5 contractors: application support for Headquarters/DFS and 13 peacekeeping operations, on two shifts
- 1 contractor: porting the solution from Windows CE to the Android mobile platform

Enterprise applications centre: Asia

Troop-contribution management: COE application

1 Information Systems Officer (P-3) (continuation)

512. The customer relationship management solution for troop-contribution management has automated the data import of memorandum of understanding and inspection processes for COE in peacekeeping operations. The system has proven to facilitate information flow between administrators and the field, quick access to inspection data and faster reimbursement to troop-contributing countries. The first release of the customer relationship management solution for troop-contribution management was implemented in the 2010/11 period and since then it has been successfully deployed to all peacekeeping missions.

513. The current plan includes the deployment of the mobile release for field inspection, which will further reduce the manual tasks that the inspectors currently perform; future plans include integration with Umoja for the calculation of reimbursement and payment.

514. The GTA Information Systems Officer (P-3) position has been the only position managing the customer relationship management project since July 2011. Given the continuous need to ensure the planning and coordination of the work of 8 contractors for application support to 13 field operations on two shifts of eight hours each, and of 1 contractor for the implementation of the mobile release, including bug-fixing, functional and integration testing, training and enhancements, it is proposed to continue this position. Resources and responsibilities include:

- 1 Information Systems Officer (P-3): planning and coordination of the work of 9 contractors.
- 8 contractors: application support to 13 peacekeeping operations and Headquarters/DFS users, on 2 shifts of 8 hours each.
- 1 contractor: monitoring and implementation of mobile release, including bug-fixing, functional and integration testing, training and enhancements.

Enterprise applications centre: Americas

Inspira

1 Business Analyst (P-3) (continuation)

515. The Business Analyst documents business process and functional requirements for new features and changes to existing modules, define test plans and lead in the preparation of test scripts and training materials, with particular emphasis on field staff. The Business Analyst oversees the preparation and coordination of user acceptance testing, ensures smooth transition activities to production for new features and enhancements and coordinates post-production support activities.

516. Following the delivery of the Inspira modules, the role of the Business Analyst involves significant work on field-specific features. Tasks during the 2018/19 period will include improving the Inspira interface to make it a smarter recruiting tool in order to help reduce the duration of recruiting cycles. The Business Analyst will continue designing additional interfaces with Umoja, hence further improving the efficiency of field recruitment process. The Business Analyst will also work to make Inspira accessible for visually impaired individuals who wish to apply for jobs. Therefore, it is proposed to continue the Business Analyst (P-3) for the 2018/19 period.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	–	3 877.7	3 877.7	–
II. Non-post resources					
GTA	–	–	281.2	281.2	–
Official travel	–	–	184.2	184.2	–
Facilities and infrastructure	–	–	5.5	5.5	–
Communications and information technology	–	–	4 597.7	4 597.7	–
Other supplies, services and equipment	–	–	4.4	4.4	–
Subtotal, II	–	–	**5 073.0**	**5 073.0**	–
Total	–	–	**8 950.7**	**8 950.7**	–

(e) Analysis of financial resource requirements[1]

517. The provisions below cover the proposed post and non-post resources for the period 1 January to 30 June 2019. Based on the proposed implementation of the Secretary-General's reform initiatives as of 1 January 2019, the provisions for the second half of the 2018/19 period are redistributed from the legacy structure to the new structure based on the estimated timing of the expenditures and the functions of the new Department.

	Cost estimates	Variance	
Posts	$3 877.7	$3 877.7	–

518. The provision would cover the salaries, common staff costs and staff assessments for the proposed 51 posts.

519. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources and the continuity of the activities performed under the new structure.

	Cost estimates	Variance	
GTA	$281.2	$281.2	–

520. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 4 positions.

521. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources and the continuity of the activities performed under the new structure.

	Cost estimates	Variance	
Official travel	$184.2	$184.2	–

522. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources from OICT and the Information and Communication Technology Division under the restructuring.

	Cost estimates	*Variance*	
Facilities and infrastructure	$5.5	$5.5	–

523. An amount of $5,500 is proposed to provide for the acquisition of office supplies for the Department for the period 1 January to 30 June 2019.

	Cost estimates	*Variance*	
Communications and information technology	$4 597.7	$4 597.7	–

524. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources from OICT and the Information and Communications Technology Division under the restructuring.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$4.4	$4.4	–

525. As reflected in the common variance explanation provided above, the provision reflects the redistribution of resources from OICT and the Information and Communications Technology Division under the restructuring.

H. Office of Internal Oversight Services

526. The mandate for OIOS is derived from General Assembly resolutions 48/218 B, 54/244, 59/272, 64/263, 69/253, the Financial Regulations and Rules of the United Nations (ST/SGB/2013/4) and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The functions of the OIOS are set out in Secretary-General's bulletin ST/SGB/2002/7.

527. The Office, which comprises the Internal Audit Division, the Inspection and Evaluation Division and the Investigations Division, works in coordination with the other United Nations oversight bodies, namely, the Board of Auditors and JIU.

528. The Internal Audit Division developed its audit workplan for the 2018/19 period taking into account the Secretariat's enterprise risk management framework and the recommendations of the Independent Audit Advisory Committee, and will continue to use a risk-based audit planning approach in accordance with the Institute of Internal Auditors Standards. The Division has assessed risks to peacekeeping operations, as well as related key controls to mitigate them, and will prioritize audit assignments for the 2018/19 period based on the level of residual risks. Management requests for audits to address specific areas of concern were also considered in selecting assignments. Furthermore, the Division will coordinate with the Board of Auditors, JIU and other OIOS divisions to increase complementarities and avoid duplication.

529. The Inspection and Evaluation Division will continue to focus on the evaluative oversight of peacekeeping through evaluations and inspections assessing aspects of the relevance, efficiency and effectiveness, including the impact, of peacekeeping operations. The Division's workplan provides for five outputs during the 2018/19 period, including thematic/cross-cutting evaluations, inspections and triennial reviews of the implementation of recommendations of the Division's evaluation reports. The Division is currently in the process of establishing its first field presence

in Entebbe as approved in the 2017/18 period to augment its capacity for more field-oriented inspections and verifications of the results achieved by peacekeeping operations. This will also help address, to some extent, the repeated observations and recommendations of the Independent Audit Advisory Committee regarding the resources gap in the Division for peacekeeping evaluation. Inspection and Evaluation Division reports are intended to support systematic reflection and learning among programme managers and Member States with a view to improving the relevance, efficiency, effectiveness and impact of peacekeeping operations. The Division works in close consultation with DPKO/DFS management and other OIOS divisions, as well as with external oversight bodies — the Board of Auditors and JIU — to ensure complementarity and synergy of oversight activities.

530. During the 2018/19 period, the Investigations Division will continue to focus on conducting administrative fact-finding investigations to promote the responsible administration of resources, improved performance and a culture of accountability and transparency through the issuance of timely, high-quality reports on investigations conducted in accordance with the highest applicable professional standards. The initiatives aimed at strengthening support for and enhancing the performance of the Division include:

(a) A heightened focus on the detection and investigation of fraud in high-risk operations;

(b) Enhancing the capacity of OIOS to investigate sexual exploitation and abuse and contributing to the improvement of the professional skills of investigators, including those of security investigation units, immediate response teams and national investigation officers, and enhanced partnerships with United Nations funds and programmes, such as the United Nations Children's Fund, the United Nations Development Programme and the United Nations Population Fund, as well as supporting the work of the Secretary-General's Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse on the implementation of the special measures for protection against sexual exploitation and abuse (see A/71/818);

(c) The implementation of a comprehensive framework for the provision of training and professional development programmes and initiatives in an effort to enhance investigation capacity and the professionalization of the investigation function across peacekeeping operations;

(d) In response to the emergence of sexual harassment as a serious risk and threat to the well-being and functional effectiveness of United Nations staff members, a refocusing of the Division's efforts on strengthening its investigative capacity and capability to more effectively combat sexual harassment, to reinforce the zero-tolerance culture of the Organization towards sexual harassment and to help ensure accountability.

(a) Results-based-budgeting framework

531. The Office will, during the budget period, contribute to a number of expected accomplishments, established by the General Assembly, by delivering related key outputs, as shown in the frameworks set out below. The indicators of achievement show a measurement of progress towards such accomplishments during the budget period.

532. The Internal Audit Division continues to enhance its audit outputs by developing tools and methodology and providing training to its auditors to ensure that issues such as gender parity, gender mainstreaming and Organizational risk culture, as well as data analytics, are systematically included in all audits, where appropriate. The

Division will also continue to strengthen the capacity of its ICT auditors to conduct audits of higher risk areas such as information security and satellite communication. It has also improved and streamlined its annual risk assessment and work planning process, which is conducted on a new platform, aligned with the Organization's enterprise risk management strategy and fully integrated with its current audit management system. Building on previous initiatives, such as examining the economy, efficiency and effectiveness of programmes, systems or activities and conducting more audits susceptible to fraud risk and performing fraud risk assessments, the Division will continue to add value to the way the Organization operates and manages its resources. These initiatives will also build the capacity of the auditors to systematically capture higher risks to the achievement of the Organization's strategic and business objectives. Through its audits and recommendations, including those with financial focus, the Division will improve the effectiveness and efficiency of peacekeeping operations.

533. The Inspection and Evaluation Division provides evaluation oversight coverage of all peacekeeping operations. The Section is composed of seven staff positions, of which three (2 P-4 and 1 P-3) positions are based in Entebbe and were approved through reassignments from other OIOS divisions in the 2017/18 period, recruitment for which is expected to be completed by March 2018. Owing to the addition of the new positions, the Section will be able to undertake five programme evaluations/ inspections reports of peacekeeping cross-cutting strategic and thematic topics and/or specific subprogrammes enhancing its oversight coverage of high-risk areas. The new positions will allow the Division to realize efficiency gains in the conduct of its assignments by building up evaluation teams with continuing posts, allowing for the utilization of expertise and institutional knowledge acquired through successive evaluations; minimizing per-trip costs for data collection at peacekeeping missions; and improved communications and access for data collection, with enhanced quality of evaluation results overall. The Division will continue to formulate its workplans based on its risk assessment of peacekeeping operations and activities, while keeping it aligned with the Secretariat enterprise risk management framework to the extent possible. The Division's annual workplan for 2018/19 will include (a) two evaluations addressing high-risk cross-cutting strategic priority/thematic areas that cover both Headquarters management and backstopping as well as implementation in the field, (b) one evaluation addressing a more specific aspect of performance at the subprogramme level and (c) two inspections on selected high-risk and/or emerging issues or triennial reviews of the implementation of recommendations of previous OIOS evaluation reports.

534. The Investigations Division, in line with the OIOS vision of a "strong and accountable United Nations", proposes (a) the discontinuation of 1 P-5 temporary position in UNMIL following the closure of the mission; (b) the conversion of 18 temporary positions to posts as the functions are of continuing nature and have existed for at least four years; (c) the redeployment of 2 positions to rebalance staffing levels in the four high-risk peacekeeping missions in Africa in order to effectively support the prevention of sexual exploitation and abuse; and (d) the reassignment of 1 P-3 post from the Internal Audit Division to the Operational Standards and Support Section and 2 P-3 posts to increase the resources available to the New York Investigations Office. The Investigation Division, in 2017, has received and processed 650 reports of misconduct, the highest number since 2007, a 36 per cent increase over the 2015 level and an 11 per cent increase over the 2016 level. The number of retaliation investigations has increased by 400 per cent since the issuance of Secretary-General's bulletin ST/SGB/2017/2, with sexual exploitation and abuse investigations constituting some 25 per cent of the Division's caseload. These issues continue to be a concern and priority for the Organization and the effective investigation of both areas remains a priority for the Division. The Division is

involved in supporting both the policy and practical work of the Secretary-General's Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, the Victims Rights Advocate and the United Nations Ethics Office.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) 100 per cent of OIOS reports to the General Assembly are submitted in accordance with required deadlines (percentage of reports)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Acceptance of 95 per cent of recommendations issued by the Internal Audit Division (percentage of acceptance)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			92	99.5
	(ii) Acceptance of 95 per cent of evaluation and inspection recommendations (percentage of reports)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			100	100
	(iii) 100 per cent of matters received for intake and possible investigation into instances of theft, embezzlement, smuggling, bribery and other forms of misconduct, as well as waste of resources, abuse of authority and mismanagement, are reviewed (percentage of matters received)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iv) Increase in the number of fraud and corruption cases reported (number of increase)	Target	20	15	N/A	N/A
		Estimate		17	N/A	N/A
		Actual			N/A	N/A
	(v) 100 per cent of investigations conducted during the financial period are to be completed within 12 months or less (percentage of investigations)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			65	54
	(vi) 100 percent of investigations pertaining to sexual exploitation and abuse to be completed within 6 months or less (percentage of investigations)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(vii) Personnel from 70 per cent of peacekeeping missions are trained on basic investigation training and newly developed investigation training programmes (percentage of trained personnel)	Target	70	70	70	70
		Estimate		70	70	70
		Actual			50	70

External factors

535. External parties will cooperate with the conduct of audit assignments, evaluation and inspection reviews and investigations.

Outputs

536. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Parliamentary documentation	
Reports of the Secretary-General	
1. Audit reports by auditors at United Nations Headquarters	15
2. Audit reports by auditors at peacekeeping missions	67
Administrative support services	
Internal Oversight Services	
Audit	
3. Audit reports by auditors at United Nations Headquarters	15
4. Audit reports by auditors at peacekeeping missions	67
Inspection and evaluations	
5. Evaluation and/or inspection reports addressing aspects of performance at subprogramme level and cross-cutting strategic priorities or topics	5
Investigations	
6. Reviews and analysis of reports of possible misconduct for decisions as to jurisdiction and investigative action	350
7. Fraud and corruption cases reported	20
8. Sexual exploitation and abuse investigations completed within 6 months	45
9. Investigations completed within 12 months	110
Other substantive activities	
Seminars	
10. Conference of resident auditors for professional development	1
11. Meeting of chief resident auditors for annual work planning	1
12. Investigations training programmes implemented on investigation standards, prohibited conduct and sexual exploitation and abuse for national investigations officers and immediate response team	4

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	2	16	40	26	–	**84**	2	9	12	6	**29**	**113**
	Proposed 2018/19	–	2	17	42	38	–	**99**	2	10	12	8	**32**	**131**
	Net change	–	–	**1**	**2**	**12**	–	**15**	–	**1**	–	**2**	**3**	**18**
Temporary positions	Approved 2017/18	–	1	3	12	20	–	**36**	1	1	–	3	**5**	**41**
	Proposed 2018/19	–	1	1	11	13	–	**26**	1	1	–	–	**2**	**28**
	Net change	–	–	**(2)**	**(1)**	**(7)**	–	**(10)**	–	–	–	**(3)**	**(3)**	**(13)**
Total OIOS	Approved 2017/18	–	3	19	52	46	–	**120**	3	10	12	9	**34**	**154**
	Proposed 2018/19	–	3	18	53	51	–	**125**	3	11	12	8	**34**	**159**
	Net change	–	–	**(1)**	**1**	**5**	–	**5**	–	**1**	–	**(1)**	–	**5**

(c) Justification of posts

Internal Audit Division

MINUJUSTH Resident Audit Office

Redeployment of 1 post to the ICT Audit Section in New York

1 Resident Auditor (P-4)

537. In its resolution 2350 (2017), the Security Council mandated the closure of MINUSTAH by 15 October 2017 and the subsequent establishment of MINUJUSTH on 16 October 2017. The new mission, with a streamlined mandate, has an authorized strength of 7 formed police units and 295 individual police officers. Therefore, based on OIOS risk-based planning process, the number of planned audits has decreased. In this context, it is proposed to redeploy 1 P-4 post from the MINUJUSTH Resident Audit Office to one of the focus areas of OIOS, in the ICT Audit Section in New York, which will not affect the implementation of the audit workplan in MINUJUSTH.

538. In its report to the General Assembly on its activities for the period 1 August 2016 to 31 July 2017 (A/72/295), the Independent Advisory Committee urged OIOS to develop strategies on using the data generated from Umoja in its audit work. This will require OIOS to develop and/or obtain additional skills. In the light of the above, the Committee recognized that there was a need to ensure that oversight bodies, in particular OIOS, have the skills set to perform their duties within the digitalized environment.

539. The new business transformation initiatives and cybersecurity threats have resulted in higher-risk profiles in the areas of cyber and ICT security and the need to build capacity to conduct data-mining, root cause analysis, data visualization and statistical analysis, and to provide business intelligence reporting for OIOS auditors within the Umoja environment. Augmentation of staffing within the ICT Audit Section will contribute to achieving these goals.

540. The approved resources of the ICT Audit Section consist of 2 posts (2 P-4) under the support account. The proposed redeployment of 1 P-4 post from MINUJUSTH to the ICT Audit Section will strengthen the Section's capacity to respond to the high-risk/priority issues facing the Organization by (a) undertaking assessments of resilience of the Organization's ICT infrastructure in responding to cyber/ICT security threats; (b) review of critical enterprise applications/systems; (c) increasing the capacity to conduct data analytics, data-mining, root cause analysis, data visualization and statistical analysis; and (d) providing audit-specific business intelligence reports for auditing in the Umoja environment.

UNMIL Resident Audit Office

Abolishment of 1 post and reassignment of 2 posts to Investigations Division in New York

Abolishment of 1 Administrative Assistant (NGS)

541. The approved staffing in the UNMIL Resident Audit Office is comprised of 3 posts (1 P-4, 1 P-3 and 1 NGS). UNMIL is expected to complete its liquidation by 30 June 2018. It is proposed to abolish 1 Administrative Assistant (NGS) position and reassign 2 Resident Auditor (P-4 and P-3) posts as 2 Investigator (P-3) posts in the Investigations Division in New York.

Reassignment of 2 Resident Auditors (P-3 and P-4) as 2 Investigators(P-3)

542. The Investigators in New York currently have an average caseload of 11 cases each, whereas the recommended maximum and Divisional average is about 4 cases per Investigator. The excessive caseload has a concomitant effect on the Division's ability to investigate misconduct in a timely, efficient and effective manner, which has been the subject of adverse comment by the General Assembly (see A/71/780).

543. The approved resources of the New York Investigations Office consist of 1 post (1 P-3) under the support account. It is projected that the Investigation Division will by end-2017 have received and processed 650 reports of misconduct, a 36 per cent increase over the 2015 level and an 11 per cent increase over the 2016 level. The number of retaliation investigations has increased by 400 per cent since the issuance of Secretary-General's bulletin ST/SGB/2017/2, with sexual exploitation and abuse investigations constituting some 25 per cent of the Division's caseload, of which about 90 per cent relate to peacekeeping.

544. In 2016, the Division issued 228 reports, more than double the 106 reports issued in 2015. This trend is expected to continue, with 175 reports being issued in 2017, about 60 per cent more than in 2015. In this connection, it is proposed to strengthen the New York Investigation Office by the reassignment of 2 posts from the Resident Audit Office in UNMIL.

UNAMID Resident Audit Office

Redeployment of 1 Resident Auditor (P-4) post to the UNMISS Resident Audit Office and reassignment of 1 Resident Auditor (P-3) post to the Operational Standards and Support Section of the Investigations Division in New York

545. The approved resources of the UNAMID Resident Audit Office consist of 9 posts (1 P-5, 3 P-4, 3 P-3 and 2 FS) for the 2017/18 period under the support account. Based on the OIOS risk-based plan and the planned reconfiguration of the mission, the number of audit assignments to be completed by the Resident Audit Office in UNAMID will be reduced to 8 in the 2018/19 period, compared with 9 planned in the 2017/18 period. The proposed changes will result in very limited impact or risk to the Organization. Under the circumstances, it is proposed to redeploy 1 Resident Auditor (P-4) to the UNMISS Resident Audit Office and to reassign 1 Resident Auditor (P-3) to the Operational Standards and Support Section of the Investigations Division in New York.

Redeployment of 1 Resident Auditor (P-4) to UNMISS Resident Audit Office

546. The approved resources of the UNMISS Resident Audit Office consist of 9 posts (1 P-5, 3 P-4, 3 P-3 and 2 FS) for the 2017/18 period under the support account. In its resolution 2327 (2016), the Security Council increased the overall force levels of UNMISS to 17,000 military and 2,101 police personnel, compared to a ceiling of 13,000 military and 2,001 police in the previous year. The revised mandate and increased resources resulted in a higher-risk profile in the areas of protection of civilians, safety and security of UNMISS personnel and the rule of law.

547. OIOS in UNMISS will continue to contribute to strengthening internal controls through the conduct of audits. The proposed redeployment of 1 Resident Auditor (P-4) post to UNMISS will strengthen the Office's capacity to respond to the high-risk priority issues facing the mission by conducting audits of protection of civilians, safety and security, military and police operations and engineering projects. With increased resources, OIOS will be able to cover additional high-risk areas, which are identified during the risk-based planning process, including discussions with management.

Reassignment of 1 Resident Auditor (P-3) as 1 Investigator (P-3) in the Investigations Division in New York

548. The approved resources of the Operational Standards and Support Section consist of 2 posts (1 P-4 and 1 GS (OL)) under the support account. The Section is responsible for the management of case intake, performance reporting, the formulation of investigation policy and process, supporting the wider policy objectives of the Secretariat with respect to sexual exploitation and abuse and fraud and corruption, the issuance of investigation reports and providing post-investigation support to the Administrative Law Section and OLA. With the current surge in sexual exploitation and abuse reports to OIOS following the promulgation of the Anti-Fraud and Anti-Corruption Framework, the centralized management of the system-wide sexual exploitation and abuse incident reporting forms, and the modifications to administrative instruction ST/AI/371 on disciplinary measures and procedures, it is considered that within current resource levels, the Section will not be able to effectively manage their workload.

Investigations Division

Conversion of 18 investigators located in MINUSCA, MINUSMA, UNMISS, Nairobi and Entebbe

Location	*Established in*	*Positions*	*Proposed action*
Entebbe Regional Office	2005/06	• 1 P-4 Investigator • 3 P-3 Investigators • 1 NGS Administrative Assistant	Conversion
Nairobi Regional Office	2005/06	• 1 P-4 Forensic Investigator • 1 P-3 Investigator	Conversion
UNMISS	2005/06	• 2 P-3 Resident Investigators • 1 NGS Administrative Assistant	Conversion
MINUSMA	2005/06	• 1 P-5 Chief Resident Investigator • 1 P-4 Resident Investigator • 2 P-3 Resident Investigators • 1 NGS Administrative Assistant	Conversion
MINUSCA	2005/06	• 2 P-3 Resident Investigators	Conversion
MONUSCO	2005/06	• 1 P-3 Resident Investigator	Conversion and redeployment from MINUSMA

549. The current staffing establishment of the Investigations Division consists of 31 GTA positions and 23 posts funded from the support account. In the 2017/18 period, the Division proposes the reassignment of 2 posts from the Internal Audit Division in order to expedite and improve support for peacekeeping missions and strengthen resource stewardship and accountability while achieving greater efficiencies and the Division's strategic objectives. The staff requirement in the mission area has been determined considering the following elements: case load, historical trends, risk-based exposures, data on resource consumption by category of case and experience level of assigned investigators, cost and location of deployment.

550. The aim of the conversion of 2 Resident Investigators is based on two main considerations: (a) to provide UNMISS, MINUSCA, MONUSCO and MINUSMA with a minimum common establishment of 1 P-5, 1 P-4, 2 P-3 and 1 NGS posts and (b) to address high vacancy rates in field locations by creating a career path for Resident Investigators that mirrors that of Resident Auditors and Conduct and Discipline Unit staff.

551. In addition, the functions undertaken by these positions are of a continuing nature and also have been continued at the current level since the 2013/14 period. These capacities are beyond the functions usually provided by temporary positions, which are a short-term capacity.

Redeployment from MINUSMA to MONUSCO

1 P-3 Resident Investigator

552. The conversion and redeployment of 1 Resident Investigator (P-3) position from MINUSMA to MONUSCO is proposed. This will provide UNMISS, MINUSCA, MONUSCO and MINUSMA with a minimum common establishment of 1 P-5, 1 P-4, 2 P-3 and 1 NGS posts.

Redeployment from MINUJUSTH to MINUSCA

1 Resident Investigator (P-4)

553. The resident investigations office in MINUJUSTH comprises 5 posts (1 P-5; 1 P-4; 2 P-3 and 1 NGS) under the support account. It is proposed to redeploy 1 P-4 Resident Investigator in order to rebalance staffing levels in MINUSCA so as to provide a meaningful response to the issue of sexual exploitation and abuse. With the transition and downsizing of MINUSTAH to MINUJUSTH in the second quarter of the 2017/18 period, it is proposed to redeploy 1 Investigator (P-4) post from MINUJUSTH to MINUSCA to replace 1 Investigator (P-4) position abolished in the 2017/18 period in MINUSCA following the recommendation of ACABQ based on the vacancy of the position for two years.

554. MINUSCA is the high-profile and high-risk mission in terms of the incidence of sexual exploitation and abuse and has in fact been designated as such by the Secretary-General. The minimum and balanced staffing requirement for investigation sections within peacekeeping missions includes 1 Senior Investigator (P-4) to provide supervisory coverage in the absence of the Chief Resident Investigator and leadership and advice to the Investigators (P-3) as well as other mission-based investigators. In terms of the incidence of allegations, MINUSCA is the subject of about 33 per cent of all open sexual exploitation and abuse investigations. The Mission is extremely busy and needs to be properly resourced.

Trend of MINUSCA-related workload

Period	*MINUSCA-related investigations*
As of 1 July 2016	• 18 per cent of all active investigations, • 29 per cent of active peacekeeping-related investigations
1 July 2016–30 June 2017	• 16 per cent of all new investigations • 29 per cent of new peacekeeping-related investigations
As of 1 July 2017	• 11 per cent of all active investigations • 19 per cent of active peacekeeping -related investigations
1 July 2017–31 January 2018	• 14 per cent of all new investigations • 20 per cent of new peacekeeping-related investigations

Operational Standards and Support Section, New York

Establishment of 1 GS (OL) post

555. The approved resources of the Operational Standards and Support Section consist of 2 posts (1 P-4 and 1 GS (OL)) under the support account. The Section is responsible for the management of case intake, performance reporting, the formulation of investigation policy and processes, supporting the wider policy objectives of the Secretariat with respect to sexual exploitation and abuse and fraud and corruption, the issuance of investigation reports and providing post-investigation support to the Administrative Law Section and OLA. With the current surge in reports to OIOS following the promulgation of the Anti-Fraud and Anti-Corruption Framework, the centralized management of the system-wide sexual exploitation and abuse incident reporting forms and the modifications to administrative instruction ST/AI/371 on disciplinary measures and procedures, it is considered that the Section, within current resource levels, will not be able to effectively manage its workload.

556. The Operational Standards and Support Section currently has 1 GS (OL) assigned to manage the intake of the case management system. In 2017, the Investigation Division received 662 reports of misconduct compared with 474 reports received in 2016, an increase of 40 per cent and the highest number of reports received since 2007. Already in January 2018, the number of reports received were up 22 per cent compared with January 2017 and if that trend continues, even without a surge in sexual harassment cases the Division is projected to receive 876 reports in 2018. In this context, it is proposed to establish 1 GS (OL) post to support the case management.

557. In addition, the revised fast-track intake procedure adopted for sexual harassment matters will place an increased responsibility on the Operational Standards and Support Section, which needs to be adequately resourced to enable the Division to respond effectively and efficiently.

(d) Justification of GTA positions

Internal Audit Division

Continuation of 10 general temporary assistant positions

Location	*Established in*	*Positions*
MINUSCA	2014/15	• 3 P-4 Resident Auditor • 2 P-3 Investigator
MINUSMA	2013/14	• 3 P-4 Resident Auditor • 2 P-3 Investigator

558. The approved staffing establishment of the Internal Audit Division for MINUSMA and MINUSCA consists of 1 post (P-5) and 5 GTA positions (3 P-4 and 2 P-3) for each mission, funded from the support account and located in their respective Resident Audit Offices.

559. The recent Internal Audit Division risk assessment identified a number of high-risk areas which call for continuous audit of the two missions, including security sector reform; protection of women and children; disarmament, demobilization, reintegration and repatriation of armed groups; safety and security of United Nations personnel; and promotion and protection of human rights. Internal Audit Division workplans are focused on assessing the adequacy and effectiveness of key controls to manage risks associated with the critical objectives of the missions.

560. In this context, the functions of the Resident Audit Offices in MINUSMA and MINUSCA continue to be required, and it is thus proposed that the 10 GTA positions be continued in the 2018/19 period.

Investigations Division

Continuation of 12 GTA positions

Location	*Established in*	*Positions*
Vienna Regional Office	2005/06	• 1 D-1 Deputy Director • 1 P-5 Senior Investigator • 2 P-4 Investigator • 1 P-4 Forensic Investigator • 5 P-3 Investigator • 1 GS (PL) Investigations Assistant • 1 GS (OL) Investigations Assistant

561. The Regional Investigations Office in Vienna handles investigations related to peacekeeping missions in geographical proximity where there is no or limited investigative capacity, and provides IT support for the case management system of the Investigations Division as well as administrative support for its staff. The Office in Vienna will continue to be responsible for investigations for peacekeeping operations and activities as they may arise in Europe, the Middle East and North and West Africa, and will build OIOS capacity in the development of ongoing training programmes.

562. The functions of the Vienna Regional Investigations Office continue to be required, and thus it is thus proposed that the 12 GTA positions be continued in the 2018/19 period.

UNMIL Resident Investigations Office

Discontinuation of 1 GTA position

1 Chief Resident Investigator (P-5)

563. The approved staffing in the UNMIL Resident Investigations Office for the 2017/18 period is comprised of 1 GTA (P-5) position. UNMIL is expected to complete its liquidation by 30 June 2018. Therefore, the work will cease on that date and there will be no adverse impact from the proposed change.

Sexual harassment investigations

Establishment of 6 GTA positions

3 Investigators (1 P-4 and 2 P-3) in New York (new)

3 Investigators (1 P-4 and 2 P-3) in Nairobi (new)

564. The approved resources of the Investigations Office under the support account consist of 1 post in New York (P-3) and 2 posts (1 P-4 and 1 P-3) in Nairobi.

565. The last two years have seen fraud and corruption, sexual exploitation and abuse, retaliation and most recently sexual harassment emerge as Organizational priorities. Each of these has placed additional strain on the Investigations Division of OIOS, not only in terms of increasing numbers of serious and complex investigations but also in terms of the level of policy, management and support requirements at Headquarters.

566. As part of a global awakening, sexual harassment has now emerged and been recognized as a risk and serious threat to the health, happiness, well-being and functional effectiveness of United Nations staff members who fall victim to it and a major threat to the reputation of the United Nations.

567. A timely, high-quality, effective and efficient investigative capacity is urgently needed to (a) effectively combat sexual harassment, (b) reinforce the zero-tolerance culture of the Organization towards sexual harassment and (c) ensure accountability.

568. The Secretary-General has recognized the threat and has called for action to deal with it. He also recognizes that there is chronic underreporting of the issue and as an immediate measure has implemented a helpline to assist staff members in reporting sexual harassment. It is expected that this measure will significantly increase the level of reporting.

569. The Investigations Division has undertaken the implementation of a fast-track process to manage the intake of sexual harassment cases, adopted revised investigation processes and procedures, set up a specialized pool of investigators and put in place timelines of three months to complete investigations. All these activities have been placing strains on the existing resources of the Division and threaten the ability of the Division to effectively discharge its mandate and deal with its other priorities, such as retaliation, sexual exploitation and abuse, and fraud and corruption.

570. In the New York Investigations Office, there are 8 Professional Investigators (1 P-5, 3 P-4 and 4 P-3) who are responsible for and hold investigative caseloads. The Office currently has 33 open investigations, with an average of 4 cases per Investigator. It deals with high-level procurement fraud, corruption and a large proportion of the reported retaliation cases.

571. In the Nairobi Investigations Office, there are 5 Professional Investigators (3 P-4, 1 P-3 and 1 P-2) who are responsible for and hold investigative caseloads. Nairobi currently has 15 open investigations, giving a workload of 3 cases per investigator. Nairobi has a proactive fraud role and deals not only with the United Nations Office at Nairobi, the United Nations Environment Programme and the United Nations Human Settlements Programme but also with serious fraud by implementing partners in Somalia. The Office also assists the peacekeeping missions with sexual exploitation and abuse investigations at times of high demand.

572. The Investigations Division/OIOS recognizes four cases per Investigator as the optimum number. The addition of a sexual harassment case will immediately cause other cases to be reprioritized to meet the demanding investigation timelines required for sexual harassment. This may result in longer and procedurally ineffective investigations (justice delayed is justice denied) and a net decrease in applying zero tolerance and achieving accountability.

573. The New York and Nairobi locations were chosen to house the additional resources because of the nature of their areas of responsibility and it is easier to attract and retain suitably qualified staff, particularly female staff, to those locations. The expertise of the investigators at both locations is naturally channelled towards investigating the type of work most prevalent. While developing expertise in investigating sexual harassment is a priority, the real requirement is for female investigators with substantial experience in that subject matter.

574. The addition of 1 P-4 and 2 P-3 Investigator posts in each of the New York and Nairobi Offices will provide a balanced team which in theory will allow a capacity to absorb the equivalent of 24 additional investigations at any given time. Considering the ongoing filling of vacancies, these additional posts will enable the Investigations Division to markedly increase its caseload and effectively deal with any upsurge in reports of sexual harassment.

575. Given that sexual harassment has emerged as an Organizational priority, it is most likely that the functions of these Investigator positions will be required beyond the 2018/19 period.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	20 529.3	19 822.9	23 191.3	3 368.4	17.0
II. Non-post resources					
GTA	6 755.8	6 086.5	4 384.9	(1 701.6)	(28.0)
Consultants and consulting services	333.0	330.6	360.4	29.8	9.0
Official travel	1 004.6	838.8	838.5	(0.3)	(0.0)
Facilities and infrastructure	209.4	344.6	328.0	(16.6)	(4.8)
Ground transportation	11.4	–	–	–	–
Communications and information technology	409.3	371.3	412.9	41.6	11.2
Medical	9.2	8.4	10.2	1.8	21.4

Category	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Other supplies, services and equipment	128.4	207.6	205.2	(2.4)	(1.2)
Subtotal, II	**8 861.1**	**8 187.8**	**6 540.1**	**(1 647.7)**	**(20.1)**
Total	**29 390.4**	**28 010.7**	**29 731.4**	**1 720.7**	**6.1**

(f) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$23 191.3	$3 368.4	17.0%

576. The provision would cover the salaries, common staff costs and staff assessments for the 131 proposed posts. The increased requirements result from (a) the updated standard salary costs increasing in field locations, (b) the higher estimation for common staff costs and (c) the proposed conversion of 18 GTA positions to posts.

	Cost estimates	*Variance*	
GTA	$4 384.9	($1 701.6)	(28.0%)

577. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 28 GTA positions and the replacement of staff on maternity or sick leave (4 person-months for staff in the Professional category and 6 person-months for staff in the General Service category). The reduced requirements result from (a) the proposed conversion of 18 GTA positions to posts, (b) the discontinuation of 1 P-5 position offset in part by (c) the updated standard salary costs, (d) the higher estimation for common staff costs and (e) the establishment of 6 positions for sexual harassment investigations.

	Cost estimates	*Variance*	
Consultants and consulting services	$360.4	$29.8	9.0%

578. The consultancy requirements in the amount of $322,400 are to (a) prepare three in-depth thematic evaluation reports and one evaluation report on a specific peacekeeping mission; (b) engage expertise and specialized skills in areas such as fingerprints and documents; and (c) provide DNA analysis, forensic accounting, digital forensic analysis and handwriting analysis, and obtain security and communications expertise in the fields of ICT governance and operational effectiveness audit.

579. An amount of $38,000 is proposed for the engagement of consultants for training purposes to improve both the OIOS and the Organizational response to sexual exploitation and fraud allegations; to develop training on capacity to embed performance audits in workplans/programmes for peace operations; and to build capacity to embed gender equality policies and programmes in workplans for peace operations.

580. The variance is owing mainly to the requirement for consultants with expertise in the ICT governance area. The OIOS Internal Audit Division plans to engage an ICT audit security expert to assist in audits of Umoja security and to engage an ICT satellite communications audit security expert to assist in audits of satellite earth

stations. Outside consultants are needed as the Internal Audit Division does not have in-house expertise.

	Cost estimates	*Variance*	
Official travel	$838.5	($0.3)	(0.0%)

581. An amount of $477,300 is proposed to undertake audits of peacekeeping operations by resident auditors in the field; investigations of possible misconduct for decisions as to jurisdiction and investigative action; scoping and data-collection visits for multidimensional mission/thematic evaluation or inspection reports; and travel for the audit of ICT governance, operations and security.

582. An amount of $361,200 is proposed for travel to undertake training activities, including the annual off-site workshop of staff based in regional offices; training to improve investigation methodologies, investigative operations, evaluation and reporting; and the annual training conference for resident auditors at RSCE.

	Cost estimates	*Variance*	
Facilities and infrastructure	$328.0	($16.6)	(4.8%)

583. A provision of $324,500 is made to provide for the rental of office premises and common services costs of the Regional Investigations Offices in Vienna and Nairobi; the payment for common services for office premises in Entebbe, where resident auditors, investigators and inspectors are co-located in the RSCE office building; and the acquisition of office supplies.

584. The reduced requirement is owing to the reduced requirements for office supplies based on actual patters of expenditures and movement of costs related to rental of office equipment for printing to the communication and IT class of expenditures.

	Cost estimates	*Variance*	
Communications and information technology	$412.9	$41.6	11.2%

585. An amount of $57,100 is proposed to provide for the acquisition of communications equipment, commercial communications services associated with mobile devices, desktop phones and long-distance calling, estimated on the basis of standard rates derived from past expenditure trends and planned usage; and videoconferencing charges.

586. The amount of $333,300 would cover requirements for the acquisition of new and replacement of obsolete standard IT equipment; the acquisition of non-standard IT equipment; the maintenance and repair of IT equipment based on standard service-level agreements established by OICT; the acquisition of various software, licences and fees for the Investigations Division; the maintenance of the case management system for the Investigations Division; service costs and hosting fees of GoCase in Valencia; electronic hotline support fees; the audit management and recommendations tracking system in the Internal Audit Division; the acquisition of mobile office licences; spare parts; and rental of equipment.

587. The increased requirements are owing to the acquisition of software for a forensic processing and interrogation tool for SAP to allow extraction, sampling and analysis, as well as movement of costs related to rental of office equipment for printing from the facilities and infrastructure class of expenditures

	Cost estimates	Variance	
Medical	$10.2	$1.8	21.4%

588. The amount of $10,200 is proposed to provide for the medical services in the Regional Investigations Offices in Entebbe, Nairobi and Vienna, based on the standard rate charged to their tenants.

	Cost estimates	Variance	
Other supplies, services and equipment	$205.2	($2.4)	(1.2%)

589. The amount of $205,200 is proposed to provide for the following services: a study related to the external audit; membership fees, including the Institute of Internal Auditors annual membership fee; DNA testing and postage services; office charges, including financial resources, human resources, procurement and general support services for the field offices; external transcription services; other freight and related costs; and training fees and materials.

I. Executive Office of the Secretary-General

590. EOSG, headed by the Chef de Cabinet, assists the Secretary-General in the exercise of his responsibilities and, similarly, assists the Deputy Secretary-General in the exercise of the responsibilities assigned to that Office.

(a) Results-based-budgeting framework

591. The Office will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, as shown in the frameworks set out below. The indicators of achievement show a measurement of progress towards such accomplishments during the budget period.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date (percentage)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			95	96
	(ii) All documents are reviewed and returned to the lead department within 4 days (days)	Target	4	4	4	4
		Estimate		4	4	4
		Actual			4	4
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Queries from DPKO are handled within 5 days (percentage)	Target	95	95	95	95
		Estimate		95	95	95
		Actual			95	95

External factors

592. Documentation for review is submitted to EOSG on a timely basis; advice from intergovernmental bodies on peacekeeping issues is requested.

Outputs

593. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
1. Provision of advice for reports of Secretary-General to Security Council and General Assembly on peacekeeping issues (number of reports)	125
2. Provision of advice for talking points, including preparation of 12 presentations by Secretary-General to Security Council (number of talking points)	1 600
3. Provision of advice for letters related to peacekeeping matters from Secretary-General to Security Council, General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues (number of letters)	150
4. Comments and guidance to peacekeeping missions, DPKO and DFS on reports of Secretary-General on peacekeeping missions provided within 5 days	90
5. Advice on preparation and subsequent revision of reports on peacekeeping issues for submission to Security Council, General Assembly and other intergovernmental bodies provided within 5 days	125

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Total EOSG	Approved 2017/18	–	1	2	–	–	–	**3**	–	2	–	–	**2**	**5**
	Proposed 2018/19	–	1	2	–	–	–	**3**	–	2	–	–	**2**	**5**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	1 093.1	941.1	923.7	(17.4)	(1.8)
II. Non-post resources					
GTA	–	55.2	52.7	(2.5)	(4.5)
Facilities and infrastructure	6.1	2.5	2.5	–	–
Communications and information technology	18.0	30.0	30.0	–	–
Other supplies, services and equipment	0.4	–	–	–	–
Subtotal, II	**24.5**	**87.7**	**85.2**	**(2.5)**	**(2.9)**
Total	**1 117.6**	**1 028.8**	**1 008.9**	**(19.9)**	**(1.9)**

(d) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$923.7	($17.4)	(1.8%)

594. The provision would cover the salaries, common staff costs and staff assessments for the five posts. The decreased requirements result from (a) the

application of higher vacancy factors and (b) the updated standard salary costs, offset in part by (c) the higher estimation for common staff costs.

	Cost estimates	*Variance*	
GTA	$52.7	($2.5)	(4.5%)

595. The provision is made for 3 person-months at the GS (OL) level to support the Executive Office during peak workload periods and for 6 person-months at the GS (OL) level for sick/maternity leave replacement. The decreased requirements result from (a) the application of higher vacancy factors and (b) the updated standard salary costs, offset in part by (c) the higher estimation for common staff costs.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.5	–	–

596. An amount of $2,500 is proposed for office supplies for the five posts ($2,500).

	Cost estimates	*Variance*	
Communications and information technology	$30.0	–	–

597. An amount of $9,600 is proposed for commercial communications services associated with mobile devices and desktop phones estimated on the basis of standard rates derived from past expenditure trends and planned usage, as well as the subscription to peacekeeping-related magazines.

598. An amount of $20,400 is proposed for the maintenance and repair of IT equipment based on the standard service-level agreements established by OICT, the replacement of standard equipment, the costs associated with the provision of mobile office licences and the rental costs for printing and scanning equipment.

J. Administration of justice

1. Cost-sharing arrangement

Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	–	–	–	–	–
II. Non-post resources					
Other supplies, services and equipment	2 687.7	2 670.0	2 023.9	(646.1)	(24.2)
Subtotal, II	**2 687.7**	**2 670.0**	**2 023.9**	**(646.1)**	**(24.2)**
Total	**2 687.7**	**2 670.0**	**2 023.9**	**(646.1)**	**(24.2)**

599. Pursuant to General Assembly resolutions 72/261, 72/262 and 72/263, the net amount of $2,023,900 represents the share of costs to be funded from the support account, in accordance with General Assembly resolution 62/228. The cost of the following elements of administration of justice would be shared: the Office of Administration of Justice, which includes OSLA and UNOMS; and the costs for

interpretation, meetings servicing and translation. The support account-funded staffing element of the administration of justice, including the resource requirements funded from the support account for OSLA and UNOMS, are included in sections 2 and 3 below. The provisions for the two Offices under the support account are deducted from the overall share approved for the administration of justice to be funded from the support account.

Net amount of support account share of the costs for the administration of justice for 2018/19

(Thousands of United States dollars)

Total share of peacekeeping operations to be funded from the support account	4 414.9
Less: OSLA[a]	181.6
Less: UNOMS[b]	2 209.4
Net amount of support account share for the administration of justice	**2 023.9**

[a] Based on the budget proposal for the 2018/19 period (section 2).

[b] Based on the budget proposal for the 2018/19 period (section 3).

2. Office of Staff Legal Assistance

600. OSLA was established by the General Assembly in its resolution 62/228 to provide legal assistance and representation to United Nations staff members at all stages of the internal justice system, including in proceedings before UNDT and the United Nations Appeals Tribunal (see ST/SGB/2010/3). Approximately 75,000 United Nations staff members together with former staff members have access to the Office and approximately 28 per cent are in the Secretariat's field operations.

(a) Results-based-budgeting framework

601. Between its inception in July 2009 and 30 June 2017, the Office has handled 9,328 requests for assistance. Of this number, 2,937 requests were received from staff in peacekeeping (field missions and Headquarters), which represents 32 per cent of the overall caseload. Staff members in peacekeeping missions in the field constitute the Office's largest client group. The overall peacekeeping-related caseload is growing, although it fluctuates from year to year. During the 2016/17 period, the Office handled 582 peacekeeping-related cases: 470 were closed and 112 carried forward to 2018/19.

602. Staff members serving in peacekeeping missions rely more on legal advice and representation because their options for obtaining professional and independent legal advice are often limited. When peacekeeping operations downsize or close, the Office sees a significant increase in requests for assistance. Between July 2017 and 31 December 2017, the Office received 452 new requests for assistance. It is anticipated that by end-June 2018, the Office will have handled about 700 peacekeeping-related cases (112 cases carried forward from 2017, 452 new cases and an estimated 136 additional new cases).

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Reports of statistics and other information, including any systemic issues identified, submitted on due dates for inclusion in the annual report of the Secretary-General to the General Assembly	Target	3	3	3	3
		Estimate		3	3	3
		Actual			5	3
(b) Increased efficiency and effectiveness of peacekeeping operations	Workplace conflicts prevented or resolved in a timely and efficient manner through:					
	(i) Employment of OSLA services in cases brought by peacekeeping staff against the Organization	Target	60	75	70	70
		Estimate		75	70	75
		Actual			58	57
	(ii) Increasing percentage of peacekeeping staff appearing before the Tribunals who are represented by OSLA	Target	2	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iii) Increasing number of peacekeeping cases resolved through provision by OSLA of summary advice or informal settlement	Target	50	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

External factors

603. Security situation in peacekeeping operations will not have an impact on plans for outreach.

Outputs

604. During the 2018/19 period, the following outputs will be delivered:

Outputs	*Quantity*
Other services	
1. Provision of summary advice and representation in peacekeeping-related cases received and found to have a reasonable chance of success	300
2. Provision of clear legal advice in cases found not to have a reasonable chance of success in order to dissuade inappropriate use or overuse of the justice system	400
3. Awareness-raising activities to increase appropriate utilization of dispute resolution mechanisms, for example, through dissemination of electronic and written materials	10

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Total Office of Staff Legal Assistance	Approved 2017/18	–	–	–	–	1	–	**1**	–	–	–	–	–	**1**
	Proposed 2018/19	–	–	–	–	1	–	**1**	–	–	–	–	–	**1**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	42.8	134.3	179.2	44.9	33.4
II. Non-post resources					
GTA	55.4	–	–	–	–
Facilities and infrastructure	–	0.5	0.5	–	–
Communications and information technology	–	1.9	1.9	–	–
Subtotal, II	**55.4**	**2.4**	**2.4**	–	–
Total	**98.2**	**136.7**	**181.6**	**44.9**	**32.8**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$179.2	$44.9	33.4%

605. The provision would cover the salary, common staff costs and staff assessment for 1 post. The decreased requirements result from (a) the application of higher vacancy factors and (b) the updated standard salary costs, offset in part by (c) the higher estimation for common staff costs.

	Cost estimates	Variance	
Facilities and infrastructure	$0.5	–	–

606. An amount of $500 is proposed for office supplies for 1 post.

	Cost estimates	Variance	
Communications and information technology	$1.9	–	–

607. An amount of $1,900 is proposed to provide for charges for desktop phones estimated on the basis of standard rates derived from past expenditure trends and the maintenance and repair of IT equipment based on standard rates derived from past expenditure trends.

3. Office of the United Nations Ombudsman and Mediation Services

608. The mandate of UNOMS was established by the General Assembly in its resolution 56/253 and was extended in its resolution 59/283. The functions of the Office are set out in Secretary-General's bulletin ST/SGB/2016/7.

609. UNOMS consists of a single, integrated and geographically decentralized ombudsman structure, which serves the Secretariat, the funds and programmes and the Office of the United Nations High Commissioner for Refugees. The Office includes a mediation service and regional branches and continues to provide the full range of informal dispute resolution services in peacekeeping missions; identify systemic issues for organizational improvement; and enhance conflict competence among staff and managers through outreach and skill-building activities. Through this

concerted approach to conflict prevention and resolution, the Office contributes to greater output and productivity in the workplace.

610. UNOMS will address and resolve employment-related disputes and analyse and identify systemic issues arising in peacekeeping missions. In addition to carrying out its regular outreach and skill-building activities, the Office will continue to respond in a flexible manner to the evolving needs in peacekeeping missions, especially during a period of downsizing and mission closures.

611. The Office is expected to continue with its global operation strategy focused on outreach activities, including workshops, training sessions, information sessions and presentations, on conflict prevention and conflict management capacity-building within the Organization.

(a) Results-based-budgeting framework

612. During the 2016/17 period, the office received 1,283 cases from staff in peacekeeping missions. This represented 683 (113.8 per cent) more cases than the projected number (600) for the period, a trend that is indicative of a continued high usage of the informal system by staff and managers. At the same time, the types of case that the Office is called upon to address often encompass multiple issues, requiring more intensive use of limited resources.

613. The Office has regional branches based in Entebbe and Goma and services are also provided from Headquarters through regular and ad hoc visits to other peacekeeping missions. The Office can engage regional on-call mediators to meet specific needs. However, due to the increased demand for informal resolution, challenges remain in providing equal and timely access to services across the population covered. The 2 GTA Conflict Resolution Officers (P-4) in Entebbe are expected to serve the increasing demand in the region.

614. In order to meet the need to serve staff in the Middle East region, the Regional Ombudsman (P-5) post in Entebbe has been temporarily deployed to Beirut on a short-term pilot project basis. The future of this programme will be determined by the performance of the regional office, in terms of the number of cases received and positive feedback from the various duty stations served.

Expected accomplishment and indicator of achievement

			Performance measures			
Expected accomplishment of the Secretariat	*Indicator of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Percentage of eligible staff in peacekeeping operations provided with informal conflict resolution services	Target	3	3	3	3
		Estimate		4	3	3
		Actual			6.4	4.8

External factors

615. Security situation in peacekeeping operations may impact plans for visits and delivery of service.

Outputs

616. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Parliamentary documentation	
Report of the Secretary-General	
1. Annual report to the General Assembly on the activities of UNOMS, including information on systemic issues	1
Other services	
2. Service ombudsmen and mediation cases, including through on-call ombudsmen and mediators	840
Awareness-raising and skill-building activities to enhance conflict competence	
3. Monthly VTCs and 2 WebEx meetings per week	119
4. Bimonthly updates to Office website	6
5. Production and distribution of electronic and print informational material (2,000 brochures, 300 folders and 200 posters)	5 500
6. Presentations/workshops for staff and managers	40
Other substantive activities	
Good offices, fact-finding and other special missions	
7. Regular and ad hoc visits to missions to provide on-site conflict resolution services and to enhance conflict competence through outreach and awareness	11
8. Visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)	8
9. Visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNAMID, UNMISS, UNISFA)	8
Technical material	
10. Cross-cutting tracking and analysis of cases from peacekeeping missions to identify contributing factors to conflict and systemic issues for regular upward feedback with view to organizational improvement	1

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	–	3	1	2	–	**6**	–	1	2	–	**3**	**9**
	Proposed 2018/19	–	–	3	1	2	–	**6**	–	1	2	–	**3**	**9**
	Net change	–	–	–	–	–	–	**–**	–	–	–	–	**–**	**–**
Temporary positions	Approved 2017/18	–	–	–	2	–	–	**2**	–	–	–	–	**–**	**2**
	Proposed 2018/19	–	–	–	2	–	–	**2**	–	–	–	–	**–**	**2**
	Net change	–	–	–	–	–	–	**–**	–	–	–	–	**–**	**–**
Total UNOMS	Approved 2017/18	–	–	3	3	2	–	**8**	–	1	2	–	**3**	**11**
	Proposed 2018/19	–	–	3	3	2	–	**8**	–	1	2	–	**3**	**11**
	Net change	–	–	–	–	–	–	**–**	–	–	–	–	**–**	**–**

(c) Justification of GTA positions

Regional Ombudsman's Office in Entebbe

2 Conflict Resolution Officers (P-4) (continuation)

617. Under the support account, the Office currently has 6 staff members in the Professional category in three locations: 2 in the Regional Ombudsman's Office in Entebbe (1 P-5, 1 P-3), 2 in the Regional Ombudsman's Office in Goma (1 P-5, 1 P-3) and 2 at Headquarters in New York (1 P-5, 1 P-4). The regional office in Goma mainly services staff in MONUSCO and the regional office in Entebbe mainly services staff in UNAMID, UNMISS and UNISFA. Both offices service staff members in other peacekeeping operations as needed and when possible, as the sustained influx of cases from other peacekeeping missions has reaffirmed the need to provide services to staff not serviced through those regional branches.

618. Taking advantage of the office location in Entebbe serving as a regional hub for administrative support to peacekeeping missions, and also offering United Nations flights to several missions, as well as commercial flights, the Conflict Resolution Officers would be deployed in a flexible manner to various missions in Africa and the Middle East for extended assignments, based on needs.

619. The proposed continuation of the 2 GTA Conflict Resolution Officers (P-4) will augment the overall capacity of the Office in a manner that responds to the expected caseloads from peacekeeping over the coming years, taking into consideration that several missions will be downsizing while others are in the mode of build-up and consolidation.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	1 492.7	1 622.9	1 624.3	1.4	0.1
II. Non-post resources					
GTA	32.8	323.8	331.4	7.6	2.3
Consultants and consulting services	26.7	60.5	60.5	–	–
Official travel	151.7	132.2	132.2	–	–
Facilities and infrastructure	0.5	9.9	9.9	–	–
Communications and information technology	9.4	41.9	41.9	–	–
Other supplies, services and equipment	13.5	9.2	9.2	–	–
Subtotal, II	**234.6**	**577.5**	**585.1**	**7.6**	**1.3**
Total	**1 727.3**	**2 200.4**	**2 209.4**	**9.0**	**0.4**

(e) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$1 624.3	$1.4	0.1%

620. The provision would cover the salary, common staff costs and staff assessment for the nine posts. The increased requirements result from the higher updated standard salary costs in field locations.

	Cost estimates	*Variance*	
GTA	$331.4	$7.6	2.3%

621. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of 2 GTA positions.

622. The increased requirements result from: the higher updated standard salary costs in Entebbe.

	Cost estimates	*Variance*	
Consultants and consulting services	$60.5	—	—

623. An amount of $60,500 is proposed for the engagement of a pool of standby consultants with technical expertise for 12 person-months to continue providing on-call mediation services to peacekeeping personnel. Based on the number of cases for peacekeeping personnel during the past two years, the Office estimates that it will be called upon to respond with in-person intervention in at least five high-risk situations in peacekeeping missions during the 2017/18 period.

	Cost estimates	*Variance*	
Official travel	$132.2	—	—

624. The official travel requirements are described in the paragraphs below.

625. An amount of $105,400 is proposed for official travel for the purpose of providing regional on-site conflict resolution services to peacekeeping personnel and enhancing conflict competence through outreach and awareness initiatives through planned and ad hoc visits.

626. An amount of $26,800 is proposed in connection with the attendance of staff of the Regional Ombudsman Branch offices for an advanced training programme provided by ombudsman association and a training programme for upgrading of skills in informal conflict resolution and mediation.

	Cost estimates	*Variance*	
Facilities and infrastructure	$9.9	—	—

627. An amount of $9,900 is proposed for the rental of office premises and common services costs of the Regional Ombudsman Office in Entebbe.

	Cost estimates	*Variance*	
Communications and information technology	$41.9	—	—

628. An amount of $14,600 is proposed for desktop phones, estimated on the basis of standard rates derived from past expenditure trends and planned usage; commercial communications services associated with mobile devices and videoconferencing cost for ombudsmen branch offices; and the production of materials related to outreach and competence-building activities for conflict resolution in the workspace.

629. An amount of $27,300 is proposed for maintenance and repair of IT equipment, based on the standard service-level agreements established by OICT; standard replacement of equipment; and website and case database maintenance.

	Cost estimates	*Variance*
Other supplies, services and equipment	$9.2	–

630. An amount of $9,200 is proposed for the training fees related to the upgrading of substantive skills.

K. Ethics Office

631. The mandate of the United Nations Ethics Office was established by the General Assembly in its resolution 60/254. The functions of the Office are set out in Secretary-General's bulletin ST/SGB/2005/22. In its resolution 63/250, the Assembly welcomed the creation of the United Nations Ethics Committee (now known as the Ethics Panel of the United Nations) to establish and ensure the coherent application of a unified set of ethical standards and policies and to consult on complex issues that have system-wide implications. Its terms of reference are contained in ST/SGB/2007/11 and Amend.1.

632. Through its five mandated activities, the provision of confidential advisory services, protection against retaliation, financial disclosure, developing ethics training and providing functional leadership in the area of Organizational ethics, the Ethics Office will continue to fulfil its role of promoting and sustaining an ethical Organizational culture of integrity, accountability and transparency and thereby enhance trust in, and credibility of, the United Nations. The Office will continue to aim for full compliance with the submission requirements of the financial disclosure programme and to provide due diligence advice and reviews for corporate compliance in connection with procurement issues.

(a) Results-based-budgeting framework

633. During the budget period, the Office intends to contribute to efficiency gains by enhancing the critical capability of staff to more confidently report on wrongdoing and misconduct, among other measures, in delivering peacekeeping mandates. In particular, the Office will raise awareness of, and compliance with, the Organization's standards of conduct, the importance of safeguarding resources for field missions and the availability of protection against retaliation for those personnel who report wrongdoing. The proposed outreach and communication strategy, with the other mandated activities, will allow field staff to further avail themselves of the services offered by the Ethics Office and to ensure adherence to the conduct and behavioural expectations of international civil servants employed by the United Nations.

634. The financial disclosure programme and protection against retaliation mandates are important components of an institutionalized ethical culture. The Ethics Office aims to achieve 100 per cent compliance with the submission requirements of the financial disclosure programme, with the introduction of the new filing platform in early 2018 and enhanced understanding of the strengthened protection against retaliation policy and review claims for protection. The Office envisages that the enhanced outreach and communication efforts targeted at field staff will allow both of these aims to be achieved. Given that the Ethics Office is located only in New York, providing in-person advisory services to field-based staff can only be achieved by undertaking visits to field missions.

Expected accomplishment and indicators of achievement

			Performance measures			
Expected accomplishment of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Enhanced ethical awareness through the increasing number of requests for ethics advice guidance	Target	110	100	100	100
		Estimate		120	110	110
		Actual			129	172
	(ii) Full submission of financial disclosure statement (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(iii) Increased quality of outreach and briefing sessions as indicated by seminar participants	Target	30	30	30	N/A
		Estimate		40	40	30
		Actual			77	46
	(iv) Requests for protection against retaliation are evaluated within 30 days of having received complete documentation from claimants, based on new provisions of Secretary-General's bulletin ST/SGB/2017/2 (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

External factors

635. Staff avail themselves of the services provided by the Office; financial disclosure statements from staff are submitted to the Office in a timely manner; all necessary documentation is provided by staff when seeking protection against retaliation; the security situation in peacekeeping missions will allow visits.

Outputs

636. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Other substantive activities	
Good offices, fact-finding and other special missions	
1. Inquiries from field missions responded	100
2. Administration of financial disclosure filings or declaration of interests from peacekeeping personnel	1 650
3. Official visits to peacekeeping missions (MINUJUSTH, MINUSMA, MONUSCO, MINURSO, UNDOF)	5
4. Deployment of annual Leadership Dialogue programme in field missions	1

(b) Human resources requirements

Posts		Professional category and above							General Service and related categories					
		D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Principal level	Other level	Field Service	National GS staff	**Subtotal**	**Total**
Total Ethics Office	Approved 2017/18	–	–	1	–	1	–	**2**	–	1	–	–	**1**	**3**
	Proposed 2018/19	–	–	1	–	1	–	**2**	–	1	–	–	**1**	**3**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	446.6	501.9	496.1	(5.8)	(1.2)
II. Non-post resources					
Consultants and consulting services	556.3	486.2	584.3	98.1	20.2
Official travel	54.1	50.4	50.4	–	–
Facilities and infrastructure	0.1	1.5	1.5	–	–
Communications and information technology	28.9	19.6	19.4	(0.2)	(1.0)
Other supplies, services and equipment	8.9	–	–	–	–
Subtotal, II	**648.3**	**557.7**	**655.6**	**97.9**	**17.6**
Total	**1 094.9**	**1 059.6**	**1 151.7**	**92.1**	**8.7**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$496.1	($5.8)	(1.2%)

637. The provision would cover the salaries, common staff costs and staff assessments for the 3 posts. The decreased requirements result from (a) the application of higher vacancy factors and (b) the updated standard salary costs, offset in part by (c) the higher estimation for common staff costs.

	Cost estimates	Variance	
Consultants and consulting services	$584.3	$98.1	20.2%

638. An amount of $569,300 is proposed for the engagement of a consulting firm with expertise to continue the independent review of staff files in connection with the financial disclosure programme. It is expected that 1,650 peacekeeping staff will be required to participate in the financial disclosure programme in the 2018/19 period. The provision is based on the expected unit price of $295 per statement per person, which is based on projected per-person, per-filing costs to be incurred to maintain the system and the level of service for the period.

639. An amount of $15,000 is proposed for the engagement of a consultant to develop materials for a new module for the annual training programme on leadership dialogue. The purpose of the programme, launched in the 2013/14 period, is to bring supervisors and supervisees together to discuss matters related to integrity. The development of a new programme guidebook is required each year.

	Cost estimates	*Variance*	
Official travel	$50.4	—	—

640. An amount of $50,400 is proposed to undertake workshops in MINUJUSTH, MONUSCO, MINUSMA, MINURSO and UNDOF to raise awareness of ethical issues and concerns facing peacekeeping operations, provide staff with in-person consultation opportunities, learn about ethics issues particular to specific missions and address financial disclosure matters.

	Cost estimates	*Variance*	
Facilities and infrastructure	$1.5	—	—

641. An amount of $1,500 is proposed for the acquisition of office supplies for 3 posts.

	Cost estimates	*Variance*	
Communications and information technology	$19.4	($0.2)	(1.0%)

642. The amount of $12,700 is proposed for commercial communications services based on past expenditure and planned usage, and for printing services for the Office's publications and posters in support of peacekeeping operations.

643. An amount of $6,700 is proposed to provide for the maintenance and repair of IT equipment based on the standard service-level agreements established by OICT and replacement of equipment for 3 posts.

L. Office of Legal Affairs

644. The mandate of OLA was established by the General Assembly in its resolution 13 (I) as the central legal service for the Secretary-General, the Secretariat and United Nations organs. The functions of the Office are set out in Secretary-General's bulletin ST/SGB/2008/13. The Office provides centralized legal support and assistance in order to facilitate the implementation of substantive mandates, protect the legal interests and minimize the legal liabilities of the United Nations.

645. In relation to peacekeeping activities, OLA provides legal support and assistance in response to requests made by principal and subsidiary organs of the United Nations, including offices and departments at Headquarters (predominantly DPKO and DFS), as well as United Nations peacekeeping operations in the field.

646. In this context, OLA provides legal advice and assistance on a wide range of operational and support matters, including the interpretation and implementation of mandates such as the application of rules of engagement and other directives on the use of force; questions relating to human rights, humanitarian law and international criminal law; legal arrangements with host Governments and contributing Governments such as privileges and immunities; legal arrangements with other international organizations and partners; the interpretation and application of United Nations rules, regulations and policies; commercial procurement activities and other logistical support arrangements; the resolution of disputes and claims; the

implementation and enhancement of the Organization's accountability measures; the legal aspects of reform initiatives; and defence of the Secretary-General and the Organization's interests in the administration of justice system.

(a) Results-based-budgeting framework

647. Resources allocated to OLA under the support account are critical to enable the Office to contribute to the effective delivery of the substantive mandates of peacekeeping operations in accordance with international law, and to the improvement of the administrative and financial management of the Organization's peacekeeping operations and activities by mitigating legal risk and limiting legal liability arising from such operations and activities. Over each of the past several years, OLA has contributed significantly to these goals and has reported savings of millions of dollars in the legal liability of the Organization's peacekeeping operations that have been realized because of the legal support and assistance provided by OLA.

648. Looking forward, the OLA priority is to continue to provide high-quality and timely legal advice and support in the face of increasingly complex multidimensional peacekeeping mandates, many of which must be performed in highly volatile and dangerous environments. The challenges posed by these operational realities are reflected in the increasingly novel and complex legal issues that they generate. It is also anticipated that the implementation of Secretariat-wide reform initiatives, both in the field and at Headquarters, will require significant legal support.

649. OLA will also continue, to the extent feasible, to standardize processes through the development of model legal instruments. The nature of peacekeeping support and the complex and unpredictable environments in which missions operate, however, require that legal advice be provided on a case-by-case basis in response to particular legal issues or questions of interpretation that may arise.

Expected accomplishment and indicators of achievement

			Performance measures			
Expected accomplishment of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Liabilities arising from peacekeeping operations and activities are minimized to the maximum extent practicable versus the amount originally claimed against the Organization (percentage of amount originally claimed)	Target	40	40	40	40
		Estimate		40	40	40
		Actual			5.4	20.8
	(ii) Absence of instances arising from peacekeeping operations in which, unless waived, the status and privileges and immunities of the United Nations are not maintained	Target	0	0	0	0
		Estimate		0	0	0
		Actual			0	0

External factors

650. OLA is expected to achieve its objectives and expected accomplishments on the assumption that Member States will be supportive of the Organization and recognize its status and its privileges and immunities through their legal systems, and that organizational units will seek legal advice in a timely manner, provide sufficient information for analysis and be guided by the advice provided.

Outputs

651. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Administrative support services	
Overall management	
Instances of provision of legal support and assistance on	
1. Legislative aspects of peacekeeping missions, including their mandates, governance and the applicability of United Nations regulations and rules	70
2. Institutional and operational arrangements (e.g., status-of-forces agreements, status-of-mission agreements and other similar agreements) as well as general questions of public international law, rules of engagement and measures to counter piracy, including negotiation, interpretation and implementation of agreements with Governments, international organizations and other partners concerning such arrangements	325
3. Advice on logistical and other support arrangements (e.g., letters of assist, MOUs, framework agreements for cooperation, donations and other similar arrangements) with Governments, other international organizations and partners and United Nations entities	50
4. Advice on cooperation with ad hoc international criminal tribunals and other tribunals of an international character in connection with their activities arising from or relating to peacekeeping operations, as well as support for establishment of truth and other commissions in the context of peacekeeping operations	95
5. Aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law	25
6. Commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets and air and sea charter arrangements	595
7. Advice on claims with respect to contractual disputes, United Nations personnel death and disability claims and third-party claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel	90
8. Financial questions, including formation and interpretation of the Financial Regulations and Rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	15
9. Arbitration or litigation instances or advisory services relating thereto, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies	2
10. Maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	65
11. Advice on accountability and conduct and discipline of United Nations and associated personnel, including in respect of sexual exploitation and abuse, and related support and advice to conduct and discipline teams, internal and external investigations, and the Organization's cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities	76
12. Advice on personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances	175
13. Cases representing Secretary-General before United Nations Appeals Tribunal	20
14. Advice on matters and cases under system for administration of justice	240
15. Legal aspects of security, including application of Security Handbook	50
16. Participation in peacekeeping-related standing committees, boards and training events and other organizational forums, as well as in development and review of policies, reports, framework agreements guidelines and operating procedures	120
17. Advice on legal aspects of innovative technologies for activities of peacekeeping operations, including technologies related to situational awareness/surveillance, etc.	20
18. Advice on establishment of boards of inquiry and expert panels to review issues related to peacekeeping matters, providing such boards and panels with technical and legal assistance and following up their outcomes	50

(b) Human resources requirements

		Professional category and above							General Service and related categories					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Principal level*	*Other level*	*Field Service*	*National GS staff*	**Subtotal**	**Total**
Total OLA	Approved 2017/18	–	–	5	9	2	1	**17**	–	2	–	–	**2**	**19**
	Proposed 2018/19	–	–	5	9	2	1	**17**	–	2	–	–	**2**	**19**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	3 616.9	3 643.2	3 622.7	(20.5)	(0.6)
II. Non-post resources					
GTA	4.0	56.3	56.8	0.5	0.9
Consultants and consulting services	22.0	53.1	53.1	–	–
Official travel	32.4	30.9	31.0	0.1	0.3
Facilities and infrastructure	1.5	6.0	3.8	(2.2)	(36.7)
Communications and information technology	98.6	103.2	105.3	2.1	2.0
Other supplies, services and equipment	28.8	3.6	3.6	–	–
Subtotal, II	**187.3**	**253.1**	**253.6**	**0.5**	**0.2**
Total	**3 804.2**	**3 896.3**	**3 876.3**	**(20.0)**	**(0.5)**

(d) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$3 622.7	($20.5)	(0.6%)

652. The provision would cover the salaries, common staff costs and staff assessments for the 19 posts. The decreased requirements result from (a) the application of higher vacancy factors and (b) the updated standard salary costs, offset in part by (c) the higher estimation for common staff costs.

	Cost estimates	*Variance*	
GTA	$56.8	$0.5	0.9%

653. The proposed requirements would provide for the replacement of staff on maternity or sick leave (3 person-months for the Professional category). The increased requirements result from (a) the higher estimate for common staff costs, offset in part by (b) the updated standard salary costs.

	Cost estimates	*Variance*	
Consultants and consulting services	$53.1	–	–

654. An amount of $53,100 is proposed for the engagement of 1 outside legal counsel for three months for advice and assistance in peacekeeping-related legal matters requiring special expertise that is not available in OLA, such as the interpretation of national law and representation before national courts or administrative bodies.

	Cost estimates	*Variance*	
Official travel	$31.0	$0.1	0.3%

655. An amount of $31,000 is proposed for travel of 3 staff to provide legal support and assistance to peacekeeping missions.

	Cost estimates	*Variance*	
Facilities and infrastructure	$3.8	($2.2)	(36.7%)

656. An amount of $3,800 is proposed for the acquisition of office supplies for 19 posts.

657. The decreased requirements are attributable to the lower requirements for office supplies derived from past expenditure patterns.

	Cost estimates	*Variance*	
Communications and information technology	$105.3	$2.1	2.0%

658. An amount of $16,200 is proposed to provide for charges for commercial communications services associated with mobile devices and desktop phones, estimated on the basis of standard rates derived from past expenditure trends and planned usage.

659. An amount of $89,100 is proposed to provide for standard resources for the maintenance and repair of IT equipment based on the standard service-level agreements established by OICT; the standard replacement of equipment; and the rental of office equipment. The amount would also provide for an annual licence subscription to Westlaw, an online legal service portal, and for the renewal of licensing agreements for the case management system, which facilitates the registering, management and tracking of legal cases, as well as requirements for mobile office licences. The increased requirement is due to the increase in the annual contract price for Westlaw.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$3.6	–	–

660. An amount of $3,600 is proposed for training fees to access the virtual legal educational programme of the Practising Law Institute.

M. Department of Public Information

661. The mandate of DPI was established by the General Assembly in its resolution 13 (I). The organization and functions of the Department are set out in Secretary-General's bulletin ST/SGB/1999/10.

662. DPI, consisting of the Office of the Under-Secretary-General, the Strategic Communications Division, the News and Media Division and the Outreach Division, will continue to provide communications advice, guidance and backstopping support to peacekeeping missions, including through field visits and training activities.

(a) Results-based-budgeting framework

663. DPI will continue to provide communications advice, guidance and backstopping support to United Nations peacekeeping missions, including through field visits and training. The Department does not have new initiatives to report (i.e., DPI maintains the same initiatives as planned and for which resources have been proposed. These initiatives will not entail additional post or non-post expenditures).

Expected accomplishment and indicators of achievement

			Performance measures			
Expected accomplishment of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Support to peacekeeping operations indicating overall satisfaction with the quality of public information support provided to them (percentage)	Target	90	90	90	90
		Estimate	90	90	90	90
		Actual			90	90
	(ii) 60 per cent of the stories distributed are broadcast or incorporated into web-based news sites by at least 5 regionally represented media outlets (percentage)	Target	60	60	60	60
		Estimate	60	60	60	60
		Actual			60	60

External factors

664. United Nations peacekeeping, external partners and other stakeholders will continue to work together in a timely manner with the Department on public information issues.

Outputs

665. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Substantive services	
1. Strategic advice and backstopping support to 12 peacekeeping operations and UNSOS in collaboration with DPKO	15
2. Field visits to peacekeeping operation to provide communications advice and support in situ	3
3. Organization and facilitation of a one-week specialized training course, in cooperation with DPKO and DFS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	1
4. Hosting, updating and maintenance, in collaboration with DPKO, of approximately 200 web pages on the peacekeeping website in English	200
5. Coordination of maintenance of peacekeeping website in the other official languages of the United Nations	5
6. Serve as mission focal point, in conjunction with DPKO and DFS, for UNLB-hosted content management system introduced for local peacekeeping mission websites	15
7. Outreach to troop-and-police-contributing countries on mission activities by means of press releases, photographs and feature articles sent, and through United Nations information centres/services network on issues relevant to participation of individual countries in specific peacekeeping operations	40
8. Broadcast-quality stories per month on topics related to peacekeeping produced and distributed by UNifeed through its website and through Associated Press Television News global video wire	25

Outputs	Quantity
9. Monthly uploading and hosting of peacekeeping-related web videos on UN Web TV and on the United Nations channel on YouTube	8
10. Feature stories per year on peacekeeping topics for the UN in Action series and distribution to broadcasters worldwide	5
11. In-depth reports on peacekeeping topics for the Department's monthly magazine	2
12. Video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed	2

(b) Human resources requirements

		Professional category and above							General Service and related categories					
Posts		D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Principal level	Other level	Field Service	National GS staff	**Subtotal**	**Total**
Total DPI	Approved 2017/18	–	–	–	2	–	1	**3**	–	1	–	–	**1**	**4**
	Proposed 2018/19	–	–	–	2	–	1	**3**	–	1	–	–	**1**	**4**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	586.8	639.5	629.2	(10.3)	(1.6)
II. Non-post resources					
GTA	–	37.1	37.1	–	–
Consultants and consulting services	7.2	–	–	–	–
Official travel	49.7	36.4	36.4	–	–
Facilities and infrastructure	2.0	2.0	2.0	–	–
Communications and information technology	44.2	42.8	42.8	–	–
Other supplies, services and equipment	(0.1)	0.9	0.9	–	–
Subtotal, II	**103.0**	**119.2**	**119.2**	–	–
Total	**689.8**	**758.7**	**748.4**	**(10.3)**	**(1.4)**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$629.2	($10.3)	(1.6%)

666. The provision would cover the salaries, common staff costs and staff assessments for four posts. The decreased requirements result from (a) the application of higher vacancy factors and (b) the updated standard salary costs, offset in part by (c) the higher estimation for common staff costs.

	Cost estimates	*Variance*	
GTA	$37.1	–	–

667. The provision would cover the replacement of staff on maternity or sick leave (1.5 person-months for the Professional category and 1.5 person-months for the General Service category).

	Cost estimates	*Variance*	
Official travel	$36.4	–	–

668. An amount of $12,500 is proposed for travel to peacekeeping missions (MINUSCA, UNMISS and MINUJUSTH) to work with mission personnel on the development and improvement of communications strategies and to ensure effective implementation of the public information plan of action.

669. An amount of $23,900 is proposed to conduct and facilitate a one-week specialized training course in UNLB.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.0	–	–

670. An amount of $2,000 is proposed for the acquisition of office supplies for the 4 continuing posts.

	Cost estimates	*Variance*	
Communications and information technology	$42.8	–	–

671. An amount of $6,300 is proposed for commercial communications services associated with mobile devices and desktop phones, estimated on the basis of standard rates derived from past expenditure trends and planned usage.

672. An amount of $36,500 is proposed to provide for: standard resources for maintenance and repair of IT equipment, based on the standard service-level agreements established by OICT; and the acquisition of standard IT equipment, including the acquisition of new and replacement of obsolete desktop and laptop computers and network printers. The amount also includes specialized resources for software licences and fees for bandwidth and multimedia portal storage.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$0.9	–	–

673. An amount of $900 is proposed to cover training materials for a one-week training course in UNLB and RSCE.

N. Department of Safety and Security

674. The mandate of DSS was established by the General Assembly in its resolution 59/276.

(a) Results-based-budgeting framework

675. DSS will continue to focus on implementing its mandate by providing security operational and policy guidance, security training and technical guidance to field personnel in peacekeeping missions.

676. In the 2018/19 period, the Department will continue its focus on the implementation of the SRM process throughout the peacekeeping missions globally. SRM is a United Nations security management system analytical process for assessing the operational context. It identifies the risk level of threats that may affect United Nations personnel, assets, premises and operations, on the basis of which security management decisions are made and mitigation measures are recommended.

Expected accomplishment and indicator of achievement

Expected accomplishment of the Secretariat	*Indicator of achievement*	*Performance measures*				
			2018/19	*2017/18*	*2016/17*	*2015/16*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Implementation in all peacekeeping missions of SRM process and up-to-date security plans (percentage)	Target	90	90	90	80
		Estimate		90	90	90
		Actual			90	100

External factors

677. United Nations peacekeeping partners and local institutions will cooperate on security matters.

Outputs

678. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Good offices, fact-finding and other special missions	
1. Visits to 13 field missions, UNLB and RSCE to review security management arrangements, assess crisis preparedness and produce recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats (number of visits)	20
2. Strategic threat assessments or strategic security threat information liaison visit reports on peacekeeping operations (number of reports)	4
3. Needs assessment and stress management sessions for staff in peacekeeping missions (number of visits)	5
4. Stress counsellors deployed in peacekeeping missions (number of counsellors deployed)	3
5. Training needs assessments conducted for security training units, facilities and equipment in peacekeeping missions (number of reports)	4
Technical material	
6. SRM process of 13 field missions, UNLB and RSCE continually reviewed, and advice and guidance on mandate-enabling SRM measures provided to senior mission officials	15
7. Security inputs for DSS daily security and flash reports delivered to United Nations security management system security focal points (number of inputs)	261
8. Training modules on analysis of security threat information and development of best practices for all field missions reviewed and updated (number of training modules)	7
9. Lessons on analysis of security threat information and development of best practices for all field missions reviewed and updated (number of lessons)	29
Seminars	
10. Designated official training for newly appointed heads of missions (number of trainings)	10
11. Annual workshop for senior security personnel from field missions, UNLB and RSCE (number of personnel trained)	20

Outputs	*Quantity*
12. Security analysis process and practice courses to support improved analysis, situational awareness and reporting on peacekeeping missions (number of courses)	2
13. Security information analysts from peacekeeping missions trained in security analysis process and practice courses (number of personnel trained)	40
14. Training and certification on critical incident stress prevention and management for counsellors in peacekeeping operations (number of counsellors trained)	10
15. Peer helper workshops (number of workshops)	2
16. Peer helpers trained (number of staff trained)	30
17. Provision of training on safety and security policies and procedures for security personnel, security officers, security guards and training instructors, including on use of force policy and tactics, use of lethal and less lethal tactical measures, active shooter response, defensive/evasive driving, fire safety, first aid/cardio pulmonary resuscitation, automated external defibrillator and emergency trauma bag training and basic security training, including physical security, access control, screening procedure and surveillance detection (number of personnel trained)	220
18. Instructor assessment, certification and recertification in use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions (number of instructors certified)	18
International cooperation and inter-agency coordination and liaison	
Other services	
19. Technical standard operating procedures relevant to acquisition, collation, analysis and dissemination of security threat information in support of field missions reviewed, updated and enhanced (number of chapters)	9
20. Technical guidance provided to counsellors from peacekeeping missions (number of counsellors)	10
21. Technical consultation and support provided to DPKO/DFS Headquarters managers on psychosocial issues (number of issues/cases addressed)	10

(b) Human resources requirements

		Professional category and above							*General Service and related categories*					
Team		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Security Service*	*National GS staff*	***Subtotal***	***Total***
Total DSS	Approved 2017/18	–	–	1	6	5	1	**13**	–	2	3	–	**5**	**18**
	Proposed 2018/19	–	–	1	6	5	1	**13**	–	2	3	–	**5**	**18**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	2 681.1	2 931.7	2 928.3	(3.4)	(0.1)
II. Non-post resources					
GTA	373.3	244.5	–	(244.5)	(100.0)
Official travel	698.5	592.1	592.1	–	–
Facilities and infrastructure	0.8	1.0	1.0	–	–
Communications and information technology	76.0	63.5	63.5	0.9	1.4
Medical	1.1	–	–	–	–

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance: Amount (4)=(3)-(2)	Variance: Percentage (5)=(4)÷(2)
Other supplies, services and equipment	19.3	4.7	4.7	–	–
Subtotal, II	**1 169.0**	**905.8**	**661.3**	**(244.5)**	**(27.0)**
Total	**3 850.1**	**3 837.5**	**3 589.6**	**(247.9)**	**(6.5)**

(d) Analysis of financial resource requirements[1]

	Cost estimates	Variance	
Posts	$2 928.3	($3.4)	(0.1%)

679. The provision would cover the salaries, common staff costs and staff assessments for the 18 posts. The decreased requirements result from (a) the application of higher vacancy factors and (b) the updated standard salary costs, offset in part by (c) the higher estimation for common staff costs.

	Cost estimates	Variance	
GTA	–	($244.5)	(100.0%)

680. The variance is attributable to the discontinuation of 2 GTA positions.

	Cost estimates	Variance	
Official travel	$592.1	–	–

681. An amount of $328,200 is proposed to review security management arrangements in peacekeeping missions, assess crisis preparedness, produce recommendations and provide briefings to security management teams in the field on security management system, related policies and emerging security issues/threats; strategic threat assessments or strategic security threat information liaison visit reports on peacekeeping operations; deployment of stress counsellors and provision of needs assessment and stress management sessions for staff in peacekeeping missions; as well as training needs assessments conducted for security training units, facilities and equipment in peacekeeping missions.

682. An amount of $263,900 is proposed to provide annual workshop for senior security personnel from field missions; security analysis process and practice courses for security information analysts from peacekeeping missions; training and certification on critical incident stress prevention and management for field counsellors; peer helper workshops; training on safety and security policies and procedures for field security personnel, including on use of force policy and tactics; active shooter response; defensive/evasive driving; fire safety, first aid resuscitation, automated external defibrillator and emergency trauma bag training; and basic security training, including physical security, access control, screening procedures and surveillance detection; as well as instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers in field missions.

	Cost estimates	Variance	
Facilities and infrastructure	$1.0	–	–

683. An amount of $1,000 is proposed for the acquisition of office supplies for 18 posts.

	Cost estimates	Variance	
Communications and information technology	$63.5	–	–

684. The amount of $15,900 is proposed for commercial communications services and acquisitions associated with mobile devices and desktop phones, estimated on the basis of standard rates derived from past expenditure trends and planned usage.

685. The amount of $47,600 is proposed to provide for maintenance and repair of IT equipment based on the standard service-level agreements established by OICT; the support account share of central IT infrastructure costs derived from past expenditure patterns; and acquisition and replacement of standard equipment.

	Cost estimates	Variance	
Other supplies, services and equipment	$4.7	–	–

686. An amount of $4,700 is proposed for training fees and materials at Headquarters.

O. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

687. The mandate of ACABQ was established by the General Assembly in its resolutions 14 (I) and 32/103 and rules 155, 156 and 157 of its rules of procedure.

688. ACABQ is responsible for the examination of, and reporting on, the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly. The activities of the ACABQ secretariat include to provide advice and technical support to its members on issues of policy and/or procedures, including the examination and analysis of proposals contained in the reports of the Secretary-General and relevant supplementary and background documentation in order to determine their compliance with legislative mandates, definition of issues and administrative and financial regulations and rules. The secretariat is also responsible for drafting the reports of ACABQ, which transmits its conclusions and recommendations to the General Assembly.

689. Additional activities include the scheduling of ACABQ meetings with the Offices of DPKO, DFS, DM, the Board of Auditors, the Independent Audit Advisory Committee, OIOS and other relevant entities, including the coordination of the appearance of senior officials from these entities and others, as required. The secretariat carries out its activities in close cooperation with DM, the secretariat of the Fifth Committee and other departments and offices of the Secretariat. This collaboration and cooperation includes the examination, substantive analysis and clarification required in the preparation of ACABQ reports and the sharing of information and experience.

690. Priorities are determined by General Assembly resolutions and Security Council decisions, as guided by OPPBA and the Fifth Committee.

(a) Results-based-budgeting framework

691. In support of peacekeeping operations, ACABQ expects to examine and issue reports on 16 proposed budgets, 18 performance reports and 3 policy-related issues submitted by the Secretary-General to the General Assembly, as well as 3 audit-related reports. In addition, the Committee usually considers approximately

6 additional ad hoc requests from the Secretary-General for commitment authority as well as reports on specific thematic areas related to peacekeeping.

692. Additional activities of the secretariat will include the scheduling of an estimated 160 meetings of ACABQ on peacekeeping matters, including with officers from various departments and offices of the Secretariat and the coordination of the appearance of senior officials from those entities before ACABQ.

693. The primary challenge faced by the ACABQ secretariat is the short time frame allotted to produce the reports reflecting its expert opinions on the proposed budgets, performance reports and administrative issues submitted by the Secretary-General to the General Assembly.

Expected accomplishment and indicators of achievement

		Performance measures				
Expected accomplishment of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Reports of ACABQ are submitted within the deadline (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Reports of ACABQ are free of error (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100

Outputs

694. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, and reports thereto	
Advisory Committee on Administrative and Budgetary Questions	
Substantive servicing of meetings	
1. Provision of substantive and technical advice and support to meetings of ACABQ	160
2. Scheduling of meetings well organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and ad hoc submission of reports	160
Parliamentary documentation	
3. Production of reports of the Committee	46

(b) Human resources requirements

		Professional category and above							General Service and related categories					
Posts and temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	–	–	1	–	–	**1**	–	–	–	–	–	**1**
	Proposed 2018/19	–	–	–	1	–	–	**1**	–	–	–	–	–	**1**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

Posts and temporary positions		*Professional category and above*							*General Service and related categories*					
		D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	**Subtotal**	*Principal level*	*Other level*	*Field Service*	*National GS staff*	**Subtotal**	**Total**
Temporary positions	Approved 2017/18	–	–	1	–	–	–	**1**	–	–	–	–	–	**1**
	Proposed 2018/19	–	–	1	–	–	–	**1**	–	–	–	–	–	**1**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total secretariat of the ACABQ	Approved 2017/18	–	–	1	1	–	–	**2**	–	–	–	–	–	**2**
	Proposed 2018/19	–	–	1	1	–	–	**2**	–	–	–	–	–	**2**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–

(d) Justification of GTA positions

1 Senior Administrative Officer (P-5) (continuation)

695. The secretariat of ACABQ consists of 10 posts funded under the programme budget (1 D-2, 1 D-1, 2 P-5, 3 P-4, 1 GS (PL) and 2 GS (OL)), as well as 1 P-4 post and 1 P-5 GTA position funded under the support account.

696. Over the last several budget periods, ACABQ has reviewed a consistently elevated number of items relating to peacekeeping activities, including requests for resources, reform proposals and policy changes. It is expected that ACABQ will continue to devote approximately 30 per cent of its overall workload to peacekeeping-related work. Consequently, the current level of resources under the support account need to be maintained in order to provide ACABQ and the Chair with adequate servicing with respect to the Secretary-General's submissions of peacekeeping-related reports as well as the reform initiatives of the Secretary-General.

697. Since the 2012/13 period, ACABQ has held more than 700 meetings in respect of peacekeeping matters, an average of 160 meetings per year. This activity reflects the magnitude of resources allocated for peacekeeping missions, UNLB, RSCE and the support account. For the 2018/19 period, it is estimated that 46 peacekeeping-related reports will be submitted to ACABQ for its consideration.

698. Over the last decade, peacekeeping operations have continued to grow in terms of the breadth of mandates and roles and have seen an increase in the number of multidimensional, integrated missions, including sizeable substantive components in areas such as human rights, the rule of law and demining. On the support side, recent change initiatives such as the SCM project, the global field support strategy, the global ICT strategy, IPSAS and the implementation of Umoja in peacekeeping operations, as well as the elements that make up the global service delivery model, are all generating increasingly technical and challenging administrative and management issues for the review of ACABQ. Matters relating to sexual exploitation and abuse, security and gender bring an added level of managerial complexity to peacekeeping operations. The delivery of complex and evolving peacekeeping mandates entails a more involved role by ACABQ in terms of examining budget proposals rigorously, ensuring technical accuracy and advising Member States on possibilities for achieving efficiencies or improved ways of delivering mandates over time.

699. Accordingly, the continuation of the Senior Administrative Officer position is necessary for the sustained provision of a higher level of expertise in the areas of peacekeeping budgeting and finance, management and administration and to assist ACABQ in providing high-quality reports to the General Assembly in a timely manner. The incumbent will also assist in the supervision of the 4 Administrative Management

Officers (P-4) within the secretariat of ACABQ and ensure the consistently high quality of the reports of ACABQ.

(e) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditure (2016/17) (1)	Apportionment (2017/18) (2)	Cost estimates (2018/19) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
I. Post resources	93.0	199.9	199.6	(0.3)	(0.2)
II. Non-post resources					
GTA	292.2	203.4	202.4	(1.0)	(0.5)
Facilities and infrastructure	1.0	1.0	1.0	–	–
Communications and information technology	6.2	6.9	6.9	–	–
Subtotal, II	**299.4**	**211.3**	**210.3**	**(1.0)**	**(0.5)**
Total	**392.4**	**411.2**	**409.9**	**(1.3)**	**(0.3)**

(f) Analysis of financial resource requirements

	Cost estimates	Variance	
Posts	$199.6	($0.3)	(0.2%)

700. The provision would cover the salary, common staff costs and staff assessment for one post. The decreased requirements result from (a) the application of higher vacancy factors and (b) the updated standard salary costs, offset in part by (c) the higher estimation for common staff costs.

	Cost estimates	Variance	
GTA	$202.4	($1.0)	(0.5%)

701. The provision would cover the salary, common staff costs and staff assessment for the proposed continuation of 1 GTA position. The decreased requirements are attributable primarily to (a) the application of higher vacancy factors and (b) the updated standard salary costs, offset in part by (c) the higher estimation for common staff costs.

	Cost estimates	Variance	
Facilities and infrastructure	$1.0	–	–

702. An amount of $1,000 is proposed to provide for the acquisition of office supplies for 1 post and 1 GTA position.

	Cost estimates	Variance	
Communications and information technology	$6.9	–	–

703. An amount of $2,600 is proposed to provide for commercial communications services associated with mobile devices and desktop phones.

704. An amount of $4,300 is proposed to provide for the maintenance and repair of IT equipment based on the standard service-level agreements established by OICT and standard replacement of equipment.

P. Office of the United Nations High Commissioner for Human Rights

705. The mandate of OHCHR derives from Articles 1, 13 and 55 of the Charter of the United Nations and the Vienna Declaration and Programme of Action, and was established by the General Assembly in its resolution 48/141. The functions of OHCHR are set out in Secretary-General's bulletin ST/SGB/1997/10. The Office comprises the Office of the Under-Secretary-General, the Field Engagement Division, the Thematic Engagement, Special Procedures and Right to Development Division, and the Human Rights Council and Treaty Mechanisms Division.

706. OHCHR priorities continue to include responding to DPKO/DFS and mission requests for human rights expertise and support. The establishment of the Peace Missions Support Section in New York in 2015 alongside DPKO, DFS, Member States and relevant peacekeeping partners has increased the Office's overall effectiveness in delivering human rights backstopping, operational support and human rights advice to peacekeeping, while also exposing gaps in human rights expertise responses to peacekeeping needs.

(a) Results-based-budgeting framework

707. The OHCHR proposed resource requirements are aligned with peacekeeping priorities with the aim of prioritizing the provision of human rights expertise to DPKO/DFS and UNOAU support to the African Union and to regional peacekeeping operations, and of building human rights analysis and reporting capacity in the field to ensure adequate early warning, prevention and delivery of protection and human rights mandates.

708. OHCHR will contribute to meeting DPKO/DFS priorities, namely improving the efficiency of delivery by United Nations peacekeeping operations of human rights and protection of civilians mandates, by providing quality, timely and forward-looking human rights data for conflict analysis and supporting DPKO/DFS and the African Union in the development of a human rights compliance framework to support African Union peace support operations. OHCHR will continue to work closely with the integrated operational teams of DPKO for MINUSCA and MINUSMA to advise on mandate implementation and advise peacekeeping operations on implementing the United Nations human rights due diligence policy.

709. OHCHR aims to respond to the most urgent demands of DPKO/DFS, Member States, troop-and-police-contributing countries, peacekeeping operations and regional organizations for human rights support and guidance, and to the Secretary-General's focus on strengthening regional peacekeeping. In order to integrate human rights into DPKO/DFS priorities for the budget cycle, the Field Engagement Division will prioritize providing human rights expertise to DPKO/DFS support to African Union and regional peacekeeping operations. The Thematic Engagement, Special Procedures and Right to Development Division will prioritize strengthening peacekeeping operations capacity to produce methodologically sound human rights analysis and reporting to support early warning, prevention and delivery of protection and human rights mandates, and supporting DPKO/DFS and peacekeeping operations in addressing and reporting on sexual exploitation and abuse, in particular by non-United Nations forces operating under Security Council mandates.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Security Council resolutions on peacekeeping operations with human rights mandates incorporate human rights dimensions (percentage)	Target	100	100	100	100
		Estimate		100	100	100
		Actual			100	100
	(ii) Member States are provided regular briefings and documented reports on human rights	Target	35	33	33	23
		Estimate		33	33	23
		Actual			33	23
	(iii) Peacekeeping operations and Member States are provided with methodologically sound human rights information to support early warning and protection responses	Target	N/A	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Number of new or updated mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets that reflect human rights priorities	Target	8	8	6	4
		Estimate		6	6	4
		Actual			6	4
	(ii) Human rights content is integrated into peacekeeping policies and training for mission personnel, troops/police, and peacekeeping operations and the African Union is equipped with mechanisms and tools that comply with human rights-related policies	Target	20	20	15	15
		Estimate		6	20	15
		Actual			20	17

External factors

710. These include Security Council mandates for new and existing peacekeeping operations; reviews of existing peacekeeping operations and their reconfiguration, transition or drawdown; changes in the priorities of the Secretary-General; and operationalization of the United Nations-African Union peacekeeping partnership.

Outputs

711. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Parliamentary documentation	
Reports of the Secretary-General	
1. OHCHR input and human rights information and recommendations in regular country and thematic reports of the Secretary-General to Security Council and General Assembly	10
2. Special measures for protection from sexual exploitation and abuse, as related to sexual exploitation and abuse by non-United Nations forces operating under Security Council mandates	1
Other services	
3. Briefings on human rights developments, trends and related activities in peacekeeping operations to United Nations intergovernmental bodies, Member States, troop-and-police-contributing countries and regional organizations	20

Outputs	*Quantity*
4. Strategic and technical advice on inclusion of human rights analysis and priorities in 6 planning documents, including mission concepts, conflict analyses, strategic frameworks, staffing reviews and budgets for United Nations and regional peacekeeping operations in start-up, transition or drawdown	6
5. Technical review and clearance provided for 8 public human rights reports drafted by human rights components of peacekeeping operations	8
6. Monthly advice to human rights components of peacekeeping operations on the integration of human rights as per developments in respective mission areas	12
7. Planning and operational advice to DPKO/DFS on integration of human rights in development of human rights compliance frameworks as part of DPKO/DFS support packages to 2 African Union/regional peace operations	2
8. Specialized human rights courses/training sessions on human rights roles and responsibilities of uniformed peacekeeping personnel	3
9. Seminar on human rights roles and responsibilities of uniformed peacekeeping personnel	1
10. Quarterly consultations on developments affecting the integration of human rights in peacekeeping to establish strategic human rights priorities and facilitate planning within OHCHR and by human rights components in peacekeeping operations	4
11. Monthly support to human rights components of peacekeeping operations to provide guidance on performing risk assessments in accordance with human rights due diligence policy	12
12. Development of standard operating procedures for implementation of human rights due diligence policy	2
13. Monthly advice to DPKO Office of Operations, Police Division and Office of Military Affairs on strengthening implementation of human rights due diligence policy	12
14. Monthly advice to UNOAU and African Union on integrating human rights and protection analysis in planning, deployment and military-police operations of regional or joint United Nations-African Union peacekeeping operations	12
15. Briefings on human rights integration in peacekeeping as part of induction and training to senior mission leaders	2
16. Training-of-trainer course to enhance implementation of African Union human rights compliance framework to regional peacekeepers in cooperation with the African Union	1
17. Inputs to DPKO policies and guidance documents for uniformed personnel have integrated human rights content, including on implementing protection of civilians mandates	7
18. Guidance to peacekeeping operations on handling allegations of sexual exploitation and abuse involving non-United Nations forces operating under Security Council mandates	2
19. Expert advice to 4 human rights components in peacekeeping operations on methodology for gathering and analysing information to support early warning and protection responses	4
20. Specialized training courses on information-gathering, assessment and analysis methodology and human rights reporting skills for 75 human rights officers of peacekeeping operations	3
21. Public human rights reports of peacekeeping operations methodologically reviewed before release	5
Other substantive activities	
Good offices, fact-finding and other special missions	
22. Predeployment mission to contribute to planning for human rights component for a new peacekeeping operation	1
23. Surge capacity deployment of staff to assist human rights components in crisis situation	1
24. Strategic and technical assessment missions to United Nations and regional peacekeeping operations in the context of planning exercises or operational support visits to advise on effective integration of human rights in peacekeeping operations	9
25. Protocol to prevent and respond to sexual exploitation and abuse related to non-United Nations forces operating under Security Council mandates	1

(b) Human resources requirements

Posts and temporary positions		*Professional category and above*							*General Service and related categories*					
		D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	*Field Service*	*National GS staff*	***Subtotal***	***Total***
Posts	Approved 2017/18	–	–	1	4	2	–	**7**	–	1	–	–	**1**	**8**
	Proposed 2018/19	–	–	1	6	2	–	**9**	–	1	–	–	**1**	**10**
	Net change	–	–	–	**2**	–	–	**2**	–	–	–	–	–	**2**
Temporary positions	Approved 2017/18	–	–	–	1	1	–	**2**	–		–	–	–	**2**
	Proposed 2018/19	–	–	–	1	1	–	**2**	–	–	–	–	–	**2**
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total OHCHR	Approved 2017/18	–	–	1	5	3	–	**9**	–	1	–	–	**1**	**10**
	Proposed 2018/19	–	–	1	7	3	–	**11**	–	1	–	–	**1**	**12**
	Net change	–	–	–	**2**	–	–	**2**	–	–	–	–	–	**2**

(c) Justification of posts

712. The following table visually presents the approved resources of the Office under the support account and the proposed establishment of two new posts in the 2018/19 period in priority areas of the Organization where there is currently no dedicated capacity.

Field Engagement Division New York (Geneva in parenthesis)
Peace Missions Support Section
• P-5 Chief of Section
• G-6 Programme Assistant
Good practices and policy implementation
• P-4 HRO, Human Rights Due Diligence Policy
New
• P-4 HRO, Regional Peacekeeping Partnerships and Compliance Framework
Peacekeeping backstopping and strategic planning
• P-4 HRO, West Africa Desk (Geneva)
• P-4 HRO, Central Africa Desk (Geneva)
• P-3 HRO, Strategic Planning
• P-3 HRO, Strategic Planning
UNOAU — Addis Ababa
• GTA P-3 HRO, Strategic Planning

Thematic Engagement, Special Procedures and Right to Development Division Geneva (New York in parenthesis)

Methodology, Education and Training Section

Training

- P-4 HRO, Training for United Nations Military/Police

New

- **P-4 HRO, Training and Guidance for United Nations Human Rights Peacekeeping Personnel**

Sexual Exploitation and Abuse prevention

- GTA P-4 HRO, Sexual Exploitation and Abuse Prevention and Response (New York)

Abbreviations: GTA, General temporary assistance position; HRO, Human Rights Officer; UNOAU, United Nations Office to the African Union.

Peace Missions Support Section Office (New York)

Establishment of 1 Human Rights Officer (P-4)

713. OHCHR is requesting the establishment of 1 Human Rights Officer (P-4) post in New York to support DPKO/DFS on the human rights aspects of regional peacekeeping partnerships. Specifically, the Human Rights Officer will provide advice, support and guidance to DPKO, DFS and other relevant United Nations departments, including by supporting DPKO/DFS in developing and setting up a human rights framework and designing and establishing mechanisms and developing standard operating procedures for compliance with the human rights due diligence policy on United Nations support to non-United Nations forces and supporting the design and implementation of mitigatory measures. The Human Rights Officer will support general risk assessment development, ensure that human rights analysis and protection concerns are integrated into United Nations support packages, into the planning of regional peacekeeping operations and into the human rights due diligence policy on United Nations support to non-United Nations forces. The Human Rights Officer will coordinate United Nations and OHCHR support for the development of a human rights compliance framework for DPKO/DFS support to Security Council-mandated regional peacekeeping, including African Union peace support operations. The Human Rights Officer will provide strategic advice to relevant regional organizations, especially the African Union, directly or through relevant United Nations entities such as UNOAU, on the design, establishment and implementation of measures and mechanisms to prevent, mitigate and address human rights violations that may be committed in the context of regional peace and security operations. The Human Rights Officer will also support senior United Nations management in their engagement with Member States on the human rights dimensions of the United Nations-African Union partnership, provide background notes, briefing material, talking points and inputs in relevant documents or speeches about the human rights dimensions of the United Nations-African Union partnership.

714. The demands of supporting DPKO/DFS in developing the partnership with regional organizations, above all the African Union, continue to grow beyond OHCHR's capacity, including developing the human rights framework and supporting its implementation. Pursuant to Security Council resolution 2320 (2016), in which the Council called for the finalization of the human rights and conduct and discipline compliance frameworks for the African Union peace support operations, the

Secretary-General, in his report on options for authorization and support for African Union peace support operations (S/2017/454), stressed that building and implementing an adequate human rights framework would require a significant political and financial investment in both organizations by the international community, Member States and troop-contributing countries, and that it would be critical to ensure that the United Nations is able to devote specific and adequate capacity to meet African Union requests for support. In addition, Member States support for United Nations peacekeeping collaboration with regional organizations to implement Security Council mandates is having an impact on the OHCHR workload, because OHCHR does not have any resources to dedicate to this Organizational priority. The Office stands ready to contribute to the overall commitment of the Organization to strengthening arrangements that will enable effective peacekeeping by the African Union and regional organizations. The Peace Missions Support Section currently only includes dedicated resources to provide strategic planning for human rights in peacekeeping, including in support of UNOAU, and has limited mission backstopping capacity which cannot cater for this new area of work.

Methodology, Education and Training Section (Geneva)

Establishment of 1 Human Rights Officer (P-4)

715. In line with the Policy on Human Rights in Peace Operations and Political Missions, OHCHR strategy is to establish adequate peacekeeping backstopping capacity to strengthen the substantive support provided to human rights components of peacekeeping operations in order to enable them to contribute to the implementation of mission mandates. The new P-4 post will develop and deliver training and provide expert advice on methodology and practices related to gathering, analysing and reporting on human rights information and violations. This support will enable human rights components to produce early warning analysis and reporting on human rights and protection concerns to inform the engagement of peacekeeping operations with local authorities, the assessment of threats against civilians and the design and implementation of preventive and protection strategies in response. Further, it will support a timely response to requests for information and analysis emanating from mission leadership, DPKO and the Security Council.

716. This post would be based in the OHCHR Methodology, Education and Training Section in Geneva.

717. OHCHR is responsible for ensuring that human rights staff in peacekeeping operations are trained and have the skills required to perform their functions professionally. Currently, the demands for training arising from human rights components exceed OHCHR capacity. On average, 60 human rights staff from peacekeeping operations participate in training on human rights methodology per year, with requests for participation amounting to at least twice this number. OHCHR is also responsible for providing expert advice on methodological matters related to information-gathering, analysis and reporting on human rights, and for ensuring that relevant experience is shared across the human rights components of peacekeeping operations in this area. An average of four advisory and support missions are undertaken per year, and expert and technical advice is provided routinely to human rights components. In 2017 alone, OHCHR received over 160 requests for advice on methodology and documentation from human rights components. The availability of training and prompt advice is essential to support the approximately 300 field missions carried out by human rights components in 8 peacekeeping operations per year to investigate incidents and engage with local partners and authorities on protection.

718. Reporting on human rights developments is a core function of peacekeeping operations, performed by human rights components based on their monitoring and analysis work. Human rights components contribute annually to approximately 25 country and thematic reports of the Secretary-General to the Security Council, including in response to resolutions calling specifically for human rights reporting. The new P-4 Human Rights Officer will support human rights components to produce timely and analytical public reporting. Advice on and review of public reports is a resource-intensive task, but one that consistently yields results and leads to improvement in the quality of reports issued. Finally, the proposed P-4 position will facilitate the gathering and sharing of lessons learned and best practices in response to human rights and protection concerns across human rights components of peacekeeping operations.

(d) Justification of GTA positions

Peace Missions Support Section (Addis Ababa)

1 Human Rights Officer (P-3) (continuation)

719. It is proposed that the GTA position of Human Rights Officer (P-3) be continued in the 2018/19 period. The position was established in the 2016/17 budget period and is co-located with UNOAU in Addis Ababa.

720. The Security Council continues to mandate United Nations and regional peacekeeping operations to promote and protect human rights though specific provisions on core human rights functions, as well as in specialized areas such as transitional justice, conflict-related sexual violence, child protection, supporting implementation of the human rights due diligence policy on United Nations support to non-United Nations security forces and cross-cutting multidimensional mandates for the protection of civilians. There are expectations that DPKO/DFS and peacekeeping operations, and thereby OHCHR, will enhance delivery of these mandates in peacekeeping operations, which require OHCHR to develop tools and guidance, provide advice on implementation and review them continuously for human rights officers and other peacekeeping components. The joint United Nations-African Union peacekeeping partnership demands specialized human rights support from OHCHR beyond the established capacity of UNOAU. The continuation is being requested due to the continuing nature of the need to support UNOAU in human rights and protection analysis and operational planning for the deployment of joint United Nations-African Union and United Nations-supported African Union peace operations mandated by the Security Council.

721. In its resolution 2320 (2016), the Security Council recognized the need to further the United Nations-African Union partnership on peacekeeping, including by ensuring compliance with international human rights norms and standards. In the third quarter of 2017, the African Union leadership formally requested and the Secretary-General agreed to offer support in the area of human rights. The effective delivery of the partnership's goals by the United Nations requires continuing specialized human rights expertise from OHCHR beyond OHCHR and UNOAU current capacity, as identified jointly by the African Union and UNOAU. The African Union requires continuing United Nations support on integrating human rights and protection analysis in the planning for and deployment of its peacekeeping or of United Nations-African Union joint operations and on ensuring mission readiness of its troops, including regarding the provision of United Nations support to African Union peace operations during the planning and deployment of African Union forces. UNOAU does not have its own technical capacity to analyse patterns and trends of human rights violations or to identify appropriate responses to human rights protection threats and incorporate these into joint strategic planning for African Union military

and police deployments. OHCHR will thus continue to be required to support the United Nations-African Union partnership in peacekeeping through this provision of technical support. Current UNOAU staffing capacity does not include human resources with the specific, technical human rights knowledge to provide such dedicated advice in its everyday support activities to the African Union beyond the 1 GTA Human Rights Officer (P-3) within the OHCHR Peace Missions Support Section and co-located with UNOAU in Addis Ababa.

722. To fill this gap and ensure continuing service to the partnership in line with Security Council resolutions and the priorities of the Secretary-General, OHCHR is requesting the continuation of 1 GTA Human Rights Officer (P-3) position in the Peace Missions Support Section, co-located in UNOAU, in order to improve the effectiveness and efficiency of United Nations support to the African Union.

Thematic Engagement, Special Procedures and Right to Development Division

Methodology, Education and Training Section (New York)

1 Human Rights Officer (P-4) (continuation)

723. It is proposed that the GTA position of 1 Human Rights Officer (P-4) be continued in the 2018/19 period. The position was established in the 2017/18 budget period to support DPKO/DFS and peacekeeping operations in the prevention, response and reporting of sexual exploitation and abuse involving non-United Nations forces operating under a Security Council mandate, as requested by the General Assembly in its resolution 70/286.

724. In addition to contributing information on allegations against non-United Nations forces for the annual report of the Secretary-General report on special measures for protection from sexual exploitation and abuse, OHCHR is also required to provide quarterly reports to the Secretary-General as part of enhanced reporting modalities in place since March 2017. The incumbent will further support DPKO/DFS and the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse, and will finalize, field test and roll out newly developed tools and guidelines in peacekeeping operations, where most of the current allegations of sexual exploitation and abuse are reported. The incumbent will provide guidance and expert advice to peacekeeping operations and Headquarters on mission-specific prevention and protection strategies and measures to combat sexual exploitation and abuse that integrate human rights principles, standards and policies. The incumbent will contribute to more systematic engagement with Member States, on the basis of well documented data and allegations.

725. As part of the Secretary-General's strategy to improve the Organization's system-wide approach to preventing and responding to sexual exploitation and abuse (see A/71/818), the incumbent will take forward key areas of implementation that fall under OHCHR lead responsibility, notably the development of a protocol for non-United Nations forces operating under a Security Council mandate that outlines measures similar to those applicable to United Nations forces in the areas of prevention, accountability and victims assistance and support. The incumbent will also support work carried out by the Headquarters-based Victims Rights Advocate and victims rights advocates in the field, in particular in peacekeeping operations where that responsibility falls under the human rights component.

726. Over the last year, in view of the additional GTA P-4 capacity approved under the support account, OHCHR has made important contributions both in the field and at Headquarters to enhance the United Nations response to sexual exploitation and abuse. For example, OHCHR worked with relevant human rights components to ensure the systematic documentation and reporting of allegations, contributed to the

development of over 10 policy and guidance documents that have had an impact on the quality of the response of peacekeeping operations to sexual exploitation and abuse, as well as on the assistance and support provided to victims, and ensured timely notification by, and information-sharing with, concerned States on allegations that fall under the OHCHR mandate. The continuation of the GTA P-4 capacity is essential to maintain OHCHR's involvement in these efforts and further advance the activities that have been set in motion in 2017/18. It will also ensure that human rights standards are consistently considered in the review and development of policy, guidance and strategies on protection from sexual exploitation and abuse in mission settings.

(e) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	1 459.1	1 544.6	1 726.8	182.2	11.8
II. Non-post resources					
GTA	222.0	237.0	296.8	59.8	25.2
Official travel	211.8	196.7	232.5	35.8	18.2
Facilities and infrastructure	3.2	–	5.5	5.5	–
Communications and information technology	18.1	13.6	62.2	48.6	357.4
Other supplies, services and equipment	33.3	–	5.5	5.5	–
Subtotal, II	**488.4**	**447.3**	**602.5**	**155.2**	**34.7**
Total	**1 947.5**	**1 991.9**	**2 329.3**	**337.4**	**16.9**

(f) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
Posts	$1 726.8	$182.2	11.8%

727. The provision would cover the salaries, common staff costs and staff assessments for the 10 posts. The increased requirements result from (a) the proposed establishment of 2 new posts at the P-4 level in the 2018/19 period, and (b) the higher estimation for common staff costs, offset in part by (c) the updated standard salary costs, and (d) the application of higher vacancy factor.

	Cost estimates	*Variance*	
GTA	$296.8	$59.8	25.2%

728. The provision would cover the salaries, common staff costs and staff assessments for the proposed continuation of two GTA positions. The increased requirements result from (a) the application of lower vacancy factors to the one GTA position established in the 2017/18 period and (b) the higher estimation for common staff costs.

	Cost estimates	*Variance*	
Official travel	$232.5	$35.8	18.2%

729. An amount of $195,200 is proposed for undertaking strategic and technical assessment missions to peacekeeping operations in the context of planning exercises or operational support visits to advise on the effective integration of human rights in peacekeeping operations, including for further implementation of the human rights due diligence policy on United Nations support to non-United Nations forces; quarterly consultations on developments to establish strategic human rights priorities; briefings on human rights developments, including on the human rights due diligence policy on United Nations support to non-United Nations forces and regional peacekeeping cooperation, to United Nations intergovernmental bodies, Member States, troop-and-police-contributing countries and regional organizations.

730. The amount of $37,300 is proposed for training travel to facilitate specialized training-of-trainer courses on human rights for police and military personnel and specialized training courses on human rights for peacekeeping personnel.

731. The variance is related to the increased outputs for the 2 new posts proposed.

	Cost estimates	Variance	
Facilities and infrastructure	$5.5	$5.5	–

732. An amount of $5,500 is proposed to provide for the acquisition of office supplies for 10 posts and two positions.

	Cost estimates	Variance	
Communications and information technology	$62.2	$48.6	357.4%

733. An amount of $4,800 is proposed to provide for commercial communications services and the acquisition of equipment.

734. An amount of $57,400 is proposed to provide for (a) the development of an additional module in the human rights cases database used by the human rights components of peacekeeping operations, which would allow for the profiling of perpetrators of human rights violations ($32,900) and (b) standard resources for the maintenance and repair of IT equipment, including standard service-level agreements ($19,500) and the acquisition of standard equipment ($5,000).

735. The increased requirements are primarily attributable to the request for improvement of the existing profiling module in the human rights cases database to respond to the feedback of peacekeeping personnel. This module supports the documentation of human rights violations and the implementation of the human rights due diligence policy on United Nations support to non-United Nations forces.

	Cost estimates	Variance	
Other supplies, services and equipment	$5.5	$5.5	

736. An amount of $5,500 is proposed for the design, layout and printing of guidance materials on the establishment of human rights components in peacekeeping operations and for materials on the integration of human rights into United Nations peacekeeping *and the contributions of peacekeeping operations* to furthering human rights, which will be used in briefings and consultations, including to Member States and regional organizations.

Q. Peacebuilding Support Office

737. The Peacebuilding Commission, the Peacebuilding Fund and PBSO were established concurrently by the General Assembly in its resolution 60/180 and the Security Council in its resolutions 1645 (2005) and 1646 (2005). The Office supports the work of the Commission in all its substantive aspects and manages the Fund on behalf of the Secretary-General.

(a) Results-based-budgeting framework

738. In their concurrent resolutions 70/262 and 2282 (2016) on the review of the United Nations peacebuilding architecture, the General Assembly and the Security Council emphasized that peacebuilding and sustaining peace aim to prevent the outbreak, escalation, continuation and recurrence of conflict in support of national priorities, and that sustaining peace is a shared task that should flow through all parts of the United Nations system's engagement. This includes peacekeeping operations: the Assembly and Council specifically welcomed the contribution of peacekeeping operations to a comprehensive strategy for sustaining peace and the contributions that peacekeepers and peacekeeping missions make to peacebuilding.

739. In his report on the restructuring of the United Nations Secretariat peace and security pillar (A/72/525), the Secretary-General proposed that PBSO be strengthened to serve as a bridge for cross-pillar cooperation, managing the Fund and supporting the Commission, and should be empowered to connect the peace and security pillar with system-wide efforts and tools across the conflict spectrum and to strengthen partnerships with United Nations and non-United Nations entities. This proposal is in line with the call for the revitalization of PBSO contained in the resolutions on the review of the peacebuilding architecture. In its resolution 72/199, the General Assembly supported the Secretary-General's vision for reforming the peace and security pillar, and requested him to submit a comprehensive report on his proposal for its consideration and decision.

740. The envisaged capacity under the support account will enable PBSO to deliver assistance, pursuant to Security Council resolution 2086 (2013), in which the Council adopted a particular focus on multidimensional peacekeeping as an important contribution to the pursuit of a comprehensive, coherent and integrated approach to peacekeeping and peacebuilding, and pursuant to the 2017 report of the Special Committee on Peacekeeping Operations (A/71/19), in which the Special Committee recognized the role that PBSO should continue to play in promoting greater coherence and synergies, among the different parts of the United Nations system and other relevant actors outside the system, in the delivery of critical peacebuilding tasks and addressing urgent development needs.

741. In related resolutions and decisions (see resolutions 70/262, 2282 (2016), presidential statement S/PRST/2017/27 and A/71/19), the Assembly, Council and Special Committee mandated the Commission to assist with the longer-term perspective required for sustaining peace being reflected in the formation, review, transition and drawdown of peacekeeping operations mandates. In presidential statement S/PRST/2017/27, the Council also acknowledged the importance of strong *coordination, coherence and its cooperation with the Commission and expressed* its intention to regularly request, deliberate and draw upon the specific, strategic and targeted advice of the Commission, including when major agreements that relate to mission mandates and transitions are agreed between the United Nations, national Governments and authorities and other relevant stakeholders. In its 2017 report, the Special Committee also underlined the importance of close collaboration between the Commission and peacekeeping operations in helping to support the delivery of their

respective mandates and in helping to contribute to a smooth transition from a United Nations peacekeeping operation.

742. In line with these calls, since the adoption of the resolutions on the review of the peacebuilding architecture in 2016, the Commission has increasingly been engaged in settings where peacekeeping missions are deployed, including at the behest of the Security Council for its advice or support, such as in the Central African Republic and in support of the work of MINUSCA, in the Sahel region and in support of efforts carried out by MINUSMA and the regional efforts undertaken by G5 Sahel, and in the Great Lakes region, including in support of the engagement of MONUSCO.

743. In addition, more than 40 per cent of funds from the Fund have flowed into countries where peacekeeping operations have been deployed since its inception. Furthermore, the role of PBSO as a cross-pillar asset and facilitator of system-wide efforts in support of countries seeking to build or sustain peace includes a policy role in support of more effective delivery of United Nations undertakings, including the efforts of integrated, multidimensional peacekeeping operations such as MINUSCA, MINUSMA, MINUJUSTH, MONUSCO, UNAMID and UNMISS, as well as planning on transition contexts, as was the case in Liberia in anticipation of the drawdown of UNMIL.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Increased number of inputs from a broader peacebuilding and sustaining peace perspective into reports of the Secretary-General to the Security Council on situations where peacekeeping operations are deployed	Target	6	N/A	N/A	N/A
		Estimate		4	N/A	N/A
		Actual			3	2
	(ii) Increased number of briefings from the Peacebuilding Commission to the Security Council on country-specific, regional and cross-cutting issues in contexts where peacekeeping missions are deployed	Target	5	N/A	N/A	N/A
		Estimate	5	4	N/A	N/A
		Actual			3	3
	(iii) Increased number of bilateral consultations with Members of the Peacebuilding Commission, the Security Council, Economic and Social Council, General Assembly, other intergovernmental bodies and external stakeholders on issues related to peacebuilding and sustaining peace, specifically in contexts and situations where peacekeeping operations are deployed	Target	130	N/A	N/A	N/A
		Estimate		104	N/A	N/A
		Actual			78	52
(b)	(i) Increased number of peacekeeping mission mandates include inputs from Peacebuilding Commission	Target	3	N/A	N/A	N/A
		Estimate		2	N/A	N/A
		Actual			N/A	N/A

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018/19	*2017/18*	*2016/17*	*2015/16*
	(ii) Increased number of additional policies, guidance notes and decisions on peacebuilding and sustaining peace in peacekeeping contexts made or endorsed by Executive Committee, United Nations Development Group, Joint Steering Committee to Advance Humanitarian and Development Collaboration, Senior Peacebuilding Group and other relevant intra-United Nations system forums	Target	4	N/A	N/A	N/A
		Estimate		3	N/A	N/A
		Actual			N/A	N/A
	(iii) Percentage of active Peacebuilding Fund projects that are on track to deliver their outputs in peacekeeping operation contexts, thus supporting the delivery of peacebuilding elements of peacekeeping mission mandates	Target	90	N/A	N/A	N/A
		Estimate		85	N/A	N/A
		Actual			80	80

External factors

744. The Office is expected to achieve its objectives and expected accomplishments on the assumption that (a) the Peacebuilding Commission is equipped and willing to implement the priorities it has set in its annual workplans; (b) strong political will, policy and implementation capacity exist in countries with which the Commission and/or Fund are engaged; and (c) legitimate local and national structures are built and supported and relevant actors are involved in the process of peacebuilding.

Outputs

745. In the period 1 January to 30 June 2019, the following outputs will be delivered.

Outputs	*Quantity*
Parliamentary documentation	
1. Inputs into reports of Secretary-General on field settings where peacekeeping operations are deployed	3
Other services	
2. Visits of Peacebuilding Commission Chairs to field settings where peacekeeping operations are deployed	1
Other substantive activities	
3. Inputs into, support of or facilitation of relevant joint analytical, integrated strategic planning, strategic assessment, policy guidance and lessons learned processes and documents pertaining to peacebuilding and sustaining peace in peacekeeping operation settings	6
4. Decisions on investments by the Peacebuilding Fund in response to requests from Member States hosting peacekeeping operations	3
International cooperation and inter-agency coordination and liaison	
Other services	
5. Dedicated meetings between Peacebuilding Commission and regional and subregional organizations on settings where peacekeeping operations are deployed	1
6. Briefings and consultations with Member States, United Nations organs, World Bank, regional and subregional organizations and civil society on matters related to peacebuilding and sustaining peace in peacekeeping operations settings	30

(b) Human resources requirements

Posts and temporary positions		*Professional category and above* D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	*General Service and related categories* Principal level	Other level	Field Service	National GS staff	**Subtotal**	**Total**
Posts	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	–	2	–	1	**3**	–	–	–	–	–	3
	Net change	–	–	–	2	–	1	**3**	–	–	–	–	–	3
Temporary positions	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	–	–	–	–	–	–	–	–	–	–	–
	Net change	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Peacebuilding Support Office	Approved 2017/18	–	–	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	–	2	–	1	**3**	–	–	–	–	–	–
	Net change	–	–	–	2	–	1	**3**	–	–	–	–	–	3

(c) Justification of posts

Peacebuilding Support Office

746. The Secretary-General is proposing the redeployment of three posts from DPKO to PBSO in the context of his report on the peace and security reform (A/72/772). This corresponds to his vision of a peace and security pillar that prioritizes prevention and sustaining peace as well as greater cross-pillar coherence (see A/72/525), including in peacekeeping contexts. It also responds to General Assembly and Security Council mandates calling for the revitalization of the Office (resolutions 70/262 and 2282 (2016)).

747. The redeployments include 1 Political Affairs Officer (P-4) in the Peacebuilding Commission Support Branch; 1 Associate Political Affairs Officer (P-2) in the Office of the Assistant Secretary-General; and 1 Coordination Officer (P-4) in the Peacebuilding Strategy and Partnership Branch (former Policy, Planning and Application Branch). All these positions will contribute directly to enhancing support with respect to the planning and conduct of United Nations peacekeeping activities in a manner that facilitates peacebuilding and sustaining peace, and will support delivery of the peacebuilding components of peacekeeping mission mandates.

Office of the Assistant Secretary-General

Redeployment of 1 Associate Political Affairs Officer (P-2) post from the Asia, Middle East, Europe and Latin America Division of Office of Operations in DPKO

748. The Office of the Assistant Secretary-General for Peacebuilding Support currently consists of 5 posts (1 ASG, 1 D-2, 1 P-5, 1 P-4 and 1 GS (OL)), all funded from the programme budget.

749. The Assistant Secretary-General will have increased substantive and representational responsibilities pursuant to paragraph 15 of General Assembly resolution 70/262 and to Security Council resolution 2282 (2016), as well as under the functions envisaged in the report of the Secretary-General on the restructuring of the United Nations peace and security pillar (A/72/525). The enhanced role of PBSO as the hinge connecting the peace and security pillar with the development and human rights pillar and humanitarian actors, the increasing number of Security Council resolutions and presidential statements, as well as the 2017 report of the Special

Committee on Peacekeeping Operations, in which the Council and the Special Committee call for a stronger role for the peacebuilding architecture in peacekeeping, and the increased synergistic collaboration with multidimensional peacekeeping missions such as MINUSCA and MINUSMA, have added substantially to the Assistant Secretary-General's workload. This includes participation in the Executive Committee, the coordination mechanisms of the United Nations Development Group and the Joint Steering Committee to Advance Humanitarian and Development Collaboration, as well as management of a significantly strengthened Peacebuilding Fund, which also supports peacebuilding activities in peacekeeping contexts.

750. In the context of the implementation of the reform, lack of capacity in the Office would seriously hamper realization of the vision of a revitalized PBSO, which was called for in Assembly and Council resolutions 70/262 and 2282 (2016) and is a key feature of the Secretary-General's proposal for a more effective, coherent and nimble peace and security pillar. Additional capacity is therefore required to support the Assistant Secretary-General in helping to ensure sufficient coordination with other parts of the peace and security pillar and the other pillars of the United Nations system.

751. The Associate Political Affairs Officer would enhance the Office's capacity in facilitating and substantively supporting the interactions of the Assistant Secretary-General with peacekeeping missions, relevant Member States and parts of the United Nations system, and partners such as international financial institutions and regional and subregional organizations, in support of peacekeeping missions. To that end, the Associate Political Affairs Officer would support the Office in facilitating coherent system-wide action, contribute to the coordinated formulation of policy positions within the peace and security pillar, and help reinforce front office capacity to assist in the preparation of materials for the use of the Secretary-General and other senior officials on all relevant peacebuilding matters, in particular in support of the delivery of peacebuilding mandates in peacekeeping settings and by peacekeeping operations. This redeployment would thus fill a significant gap in the Office's capacity to prioritize the delivery of critical peacebuilding tasks in peacekeeping contexts and contribute to more coherent engagement by the Assistant Secretary-General and PBSO in support of country-led efforts and peacekeeping mission mandates to build and sustain peace.

Peacebuilding Commission Support Branch

Redeployment of 1 Political Affairs Officer (P-4) post from the Somalia Coordination and Planning Team of the Office of Operations in DPKO

752. The Peacebuilding Commission Support Branch currently consists of 6 posts (2 P-5, 2 P-4, 1 P-3 and 1 GS (OL)), all funded from the programme budget, as well as 1 Associate Expert (P-2) provided through non-reimbursable secondment in 2018/19. The key task of the Peacebuilding Commission, as a dedicated intergovernmental advisory body, is to bring a strategic approach and coherence to international peacebuilding efforts as a platform for all relevant stakeholders supporting national priorities and country-led peacebuilding efforts. As noted by the Special Committee on Peacekeeping Operations, the Commission has a particularly important role in ensuring greater efficiency and effectiveness in the delivery of critical peacebuilding tasks, in addressing urgent development needs in peacekeeping mission settings and in facilitating inclusivity, dialogue, information-sharing and cooperation between countries affected by conflict (A/71/19).

753. The Political Affairs Officer (P-4) would provide strategic advice and assistance to the Commission and the Peacebuilding Fund on the longer-term perspective required to build and sustain peace, in their support of the priorities of countries hosting peacekeeping operations, and would contribute to the delivery of the

peacebuilding components of peacekeeping mission mandates. The Political Affairs Officer would focus primarily on the increasing number of contexts in which the Security Council has requested the specific support of the Commission, including in the Central African Republic, the Great Lakes Region, the Sahel and West Africa. The Political Affairs Officer would also help enhance coordination among peacekeeping operations, the Commission, United Nations country teams and the various development actors in relevant contexts in order to ensure greater efficiency and effectiveness in the delivery of critical peacebuilding tasks and in addressing urgent development needs.

754. Since the adoption of General Assembly resolution 70/262 and Security Council resolution 2282 (2016) on the review of the peacebuilding architecture, the Security Council has increasingly mandated the Commission to support peacekeeping mandates in specific countries or regions that host peacekeeping missions, such as in the Central African Republic and in support of the work of MINUSCA, in support of efforts carried out by MINUSMA and of the regional efforts undertaken by G5 Sahel, in the Great Lakes region, including in support of the engagement of MONUSCO, and with respect to the transition out of UNMIL. The Commission is also expected to be progressively more involved in peacekeeping contexts at the national and regional levels where the Fund is active.

755. In concrete terms, the Peacebuilding Commission Support Branch is expected to:

(a) Support the Commission in its provision of inputs and advice on peacebuilding and sustaining peace matters to the Security Council in settings where peacekeeping operations are deployed;

(b) Prepare an increased number of background papers and analyses to support the Commission in settings where peacekeeping operations are deployed;

(c) Assist the implementation of peacekeeping mandates with a view to ensuring the delivery of mandated tasks by the Security Council related to peacebuilding and sustaining peace;

(d) Increase its engagement with national and local actors, with the United Nations system at Headquarters and the field, and with regional and subregional organizations, international financial institutions and all relevant partners to provide the Commission with a broad and comprehensive perspective required to adequately advise the Security Council;

(e) Give logistical, technical and substantive support to the Commission so that it may serve as a convening platform, bridging all relevant actors in relevant national and regional contexts;

(f) Conduct periodic and strategic analysis of the opportunities, risks and challenges faced by national and local authorities to build and sustain peace in consultation with the countries concerned, including challenges to building and strengthening national capacities.

756. The Political Affairs Officer would closely follow peacebuilding-related developments in relevant peacekeeping contexts, relying on the substantive advice and guidance of the single regional annex structure charged with analysis and strategy development on country and regional settings, as well as other relevant parts of DPPA and DPO, including the Office of Rule of Law and Security Institutions. The Political Affairs Officer would act as a facilitator and connector between the Commission and the Fund in these settings, maintain close contact with United Nations system entities and relevant partners at Headquarters and in the field in support of the country concerned, identify capacity and implementation gaps and areas that require the

sustained attention of Member States, in order to help ensure synergistic and coherent engagement in support of country-led efforts and peacekeeping mission mandates to build and sustain peace, in line with General Assembly resolution 70/262 and Security Council resolution 2282 (2016) on the review of the United Nations peacebuilding architecture and presidential statement S/PRST/2017.

Peacebuilding Strategy and Partnerships Branch (Former: Policy, Planning and Application Branch)

Redeployment of 1 Coordination Officer (P-4) from the Partnership Team of the Policy, Evaluation and Training Division in DPKO

757. The Branch consists of three posts (1 D-1, 1 P-4 and 1 GS (OL)), all funded under the programme budget. There is currently no dedicated capacity in the Branch to focus on the delivery of peacebuilding priorities in peacekeeping mission settings.

758. The facilitation of many of the new tasks under the above-mentioned General Assembly and Security Council resolutions, several Security Council mandates, including that derived from presidential statement S/PRST/2017/27, as well as the broader vision of the Secretary-General for PBSO to act as a hinge across the different pillars of the United Nations, falls within the remit of the Peacebuilding Strategy and Partnerships Branch, which would work closely with the Peacebuilding Commission Support Branch and the Financing for Peacebuilding Branch and support United Nations system-wide coherence through policy process, strategic assessments and the facilitation of partnerships with relevant actors and stakeholders.

759. An additional position of 1 Coordination Officer (P-4) in the Branch would ensure dedicated professional support, strategic-level advice and more coherent coordination in support of prioritizing peacebuilding in peacekeeping mission contexts. As in the current assignment, the Coordination Officer would contribute to the review and analysis of current and emerging issues and trends related to peacebuilding and sustaining peace, in particular in contexts where peacekeeping operations are deployed, reflecting ongoing efforts to enhance system-wide coherence, analysis and planning, including in the context of transitions from peacekeeping missions to other forms of United Nations presence, as was recently the case in UNMIL (see Security Council resolution 2333 (2016)) and may be anticipated in a number of other settings where peacebuilding and sustaining peace will be important principles of consideration. Since this role will include facilitating relevant partnership efforts with actors such as international financial institutions, including the World Bank, women's and youth organizations, civil society, academia, think tanks and other relevant stakeholders, it is deemed appropriate, under the restructuring, to move this position from the Policy, Evaluation and Training Division in DPKO to the Peacebuilding Strategy and Partnerships Branch in PBSO. Maintaining the position's existing focus from within PBSO, the Coordination Officer would also help ensure that key peacebuilding priorities are aligned with relevant policy agendas and reform initiatives at the United Nations.

760. Building on these functions, the Coordination Officer would lend support to peacekeeping operations, the Commission and the Fund by drawing on expertise across the United Nations system to facilitate coherent, system-wide action and identify, support and develop partnerships for sustaining peace, with a particular focus on countries and regions where major peacekeeping operations are deployed and the Commission and Fund are also active, such as in the Central African Republic, the Democratic Republic of the Congo and the wider Great Lakes region, Haiti, Mali and the wider Sahel region, Sudan and South Sudan.

761. This function also includes working-level participation in relevant interdepartmental and inter-agency coordination processes and mechanisms and support for wider

peacebuilding strategy and policy development and thinking on emerging key issues related to the peacebuilding components and engagement of peacekeeping operations.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)−(2)	(5)=(4)÷(2)
I. Post resources	–		267.2	267.2	–
II. Non-post resources					
Communications and information technology	–	–	2.8	2.8	–
Subtotal, II	–	–	**2.8**	**2.8**	–
Total	–	–	**270.0**	**270.0**	–

(e) Analysis of financial resource requirements

	Cost estimates	Variance
Posts	$267.2	$267.2

762. The provision would cover the salaries, common staff costs and staff assessments for the 3 proposed posts for 6 months.

	Cost estimates	Variance
Communications and information technology	$2.8	$2.8

763. The provision would cover the standard information and communication technology costs for the 3 proposed posts for 6 months based on the rates established by OICT.

IV. Action to be taken by the General Assembly

764. **The action proposed to be taken by the General Assembly is as follows:**

(a) **To approve the support account requirements in the amount of $354,600,900 for the 12-month period 1 July 2018 to 30 June 2019;**

(b) **To apply the unencumbered balance of $324,400 in respect of the financial period 1 July 2016 to 30 June 2017 to the support account requirements for the period 1 July 2018 to 30 June 2019;**

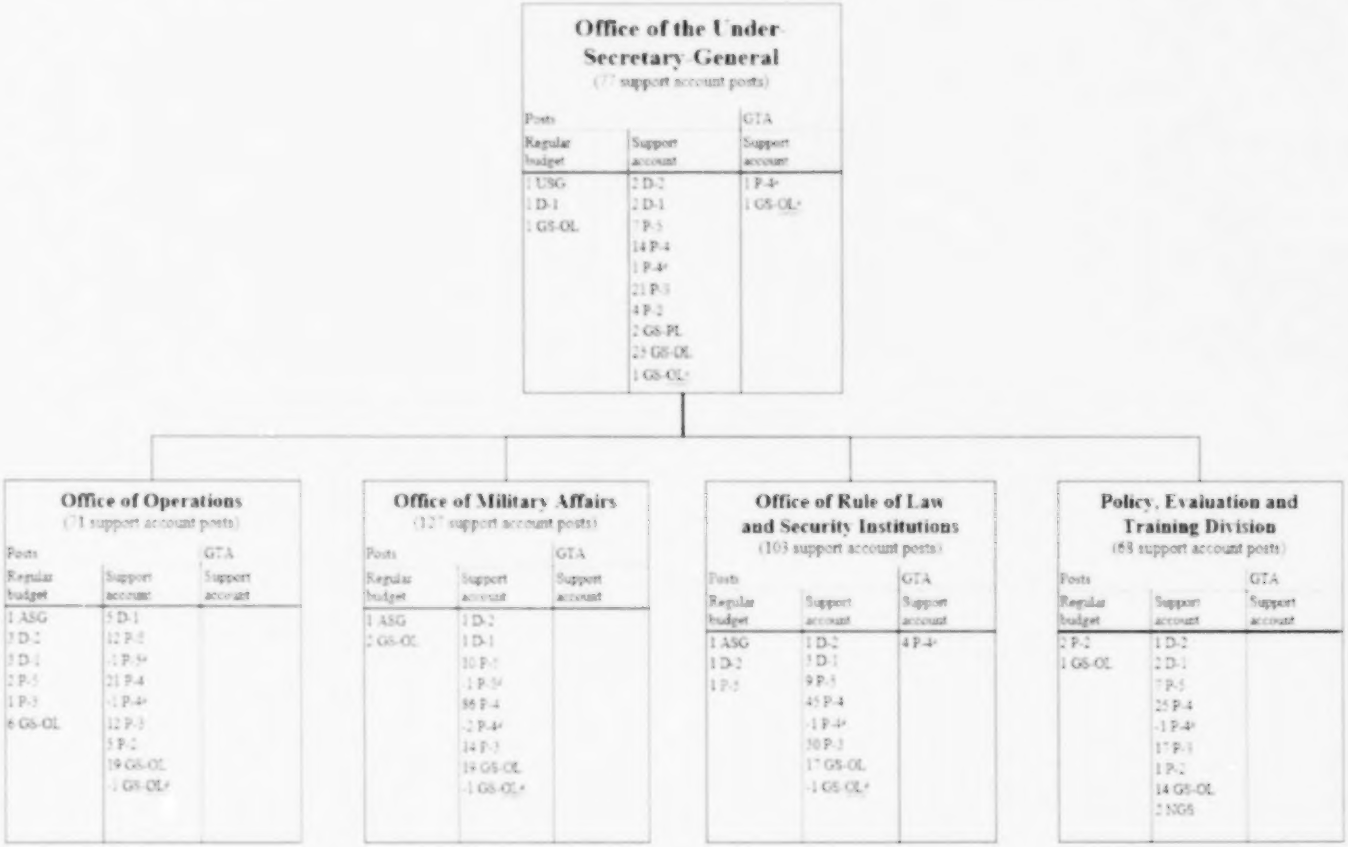
(c) **To apply the total amount of other revenue amounting to $813,800, comprising investment revenue ($811,000) and other miscellaneous revenue ($2,800) in respect of the period 1 July 2016 to 30 June 2017 to the support account requirements for the period 1 July 2018 to 30 June 2019;**

(d) **To apply the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2017, in the amount of $928,800, to the support account requirements for the period 1 July 2018 to 30 June 2019;**

(e) **To prorate the balance of $352,533,900 among the budgets of the active peacekeeping operations for the financial period 1 July 2018 to 30 June 2019.**

Annex I

Proposed staffing of the Department of Peacekeeping Operations for the period 1 July to 31 December 2018


Office of the Under-Secretary-General
(77 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 USG
1 D-1
1 GS-OL
2 D-2
2 D-1
7 P-5
14 P-4
1 P-4c
21 P-3
4 P-2
2 GS-PL
25 GS-OL
1 GS-OLc
1 P-4a
1 GS-OLa
Office of Operations
(71 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 ASG
3 D-2
3 D-1
2 P-5
1 P-3
6 GS-OL
5 D-1
12 P-5
-1 P-5d
21 P-4
-1 P-4b
12 P-3
5 P-2
19 GS-OL
-1 GS-OLd
Office of Military Affairs
(127 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 ASG
2 GS-OL
1 D-2
1 D-1
10 P-5
-1 P-5d
86 P-4
-2 P-4d
14 P-3
19 GS-OL
-1 GS-OLd
Office of Rule of Law and Security Institutions
(103 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 ASG
1 D-2
1 P-5
1 D-2
3 D-1
9 P-5
45 P-4
-1 P-4b
30 P-3
17 GS-OL
-1 GS-OLd
4 P-4a
Policy, Evaluation and Training Division
(68 support account posts)
Posts
GTA
Regular budget
Support account
Support account
2 P-2
1 GS-OL
1 D-2
2 D-1
7 P-5
25 P-4
-1 P-4b
17 P-3
1 P-2
14 GS-OL
2 NGS

---

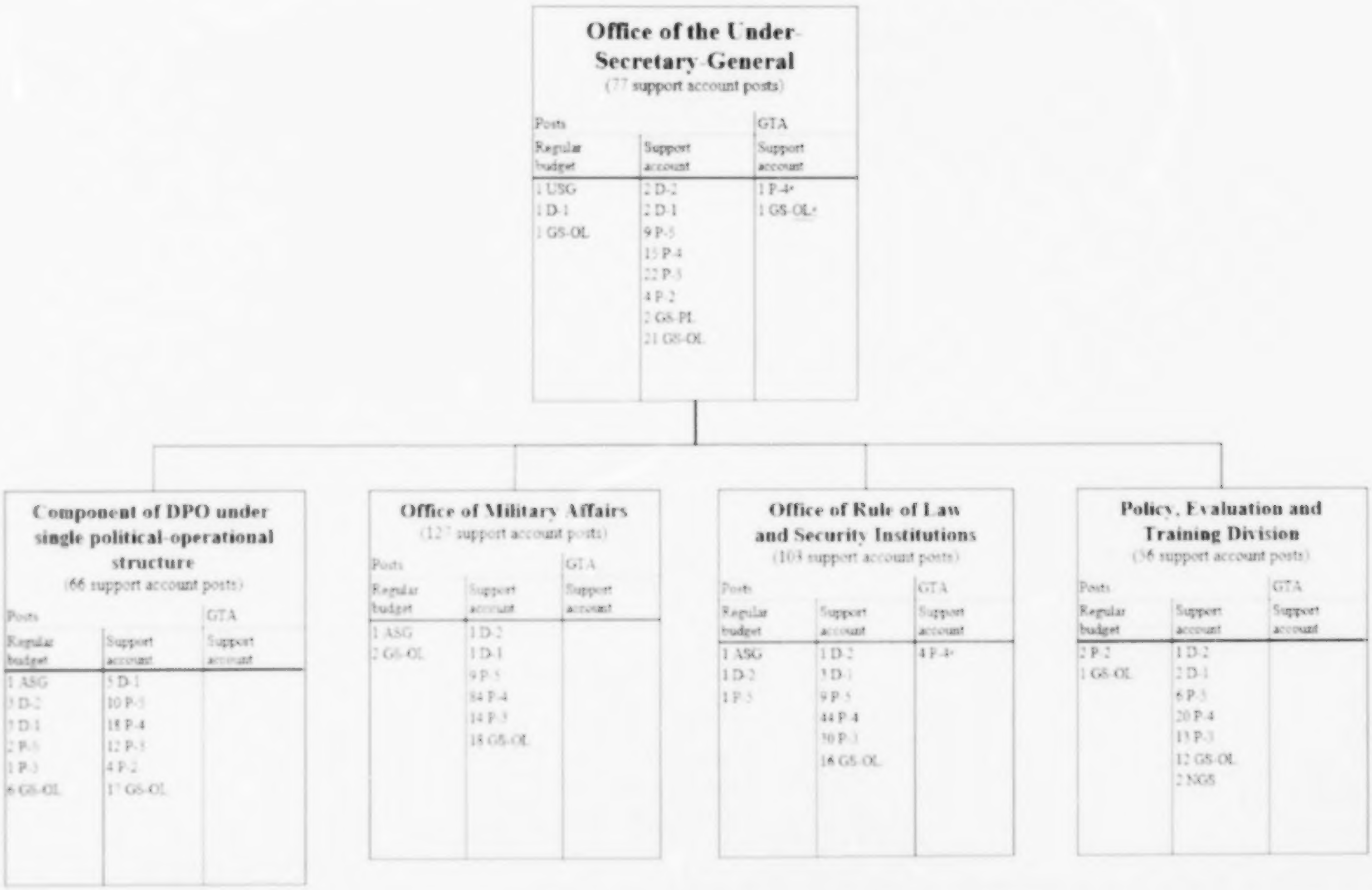
[a] Continuation of GTA.

[b] Redeployment.

[c] Establishment.

[d] Abolishment.

Proposed staffing of the Department of Peace Operations for the period from 1 January to 30 June 2019



Office of the Under-Secretary-General

(77 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 D-1 1 GS-OL	2 D-2 2 D-1 9 P-5 15 P-4 22 P-3 4 P-2 2 GS-PL 21 GS-OL	1 P-4[a] 1 GS-OL[a]

Component of DPO under single political-operational structure

(66 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 3 D-2 7 D-1 2 P-5 1 P-3 6 GS-OL	5 D-1 10 P-5 18 P-4 12 P-3 4 P-2 17 GS-OL	

Office of Military Affairs

(127 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 2 GS-OL	1 D-2 1 D-1 9 P-5 84 P-4 14 P-3 18 GS-OL	

Office of Rule of Law and Security Institutions

(103 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-2 1 P-5	1 D-2 3 D-1 9 P-5 44 P-4 30 P-3 16 GS-OL	4 P-4[a]

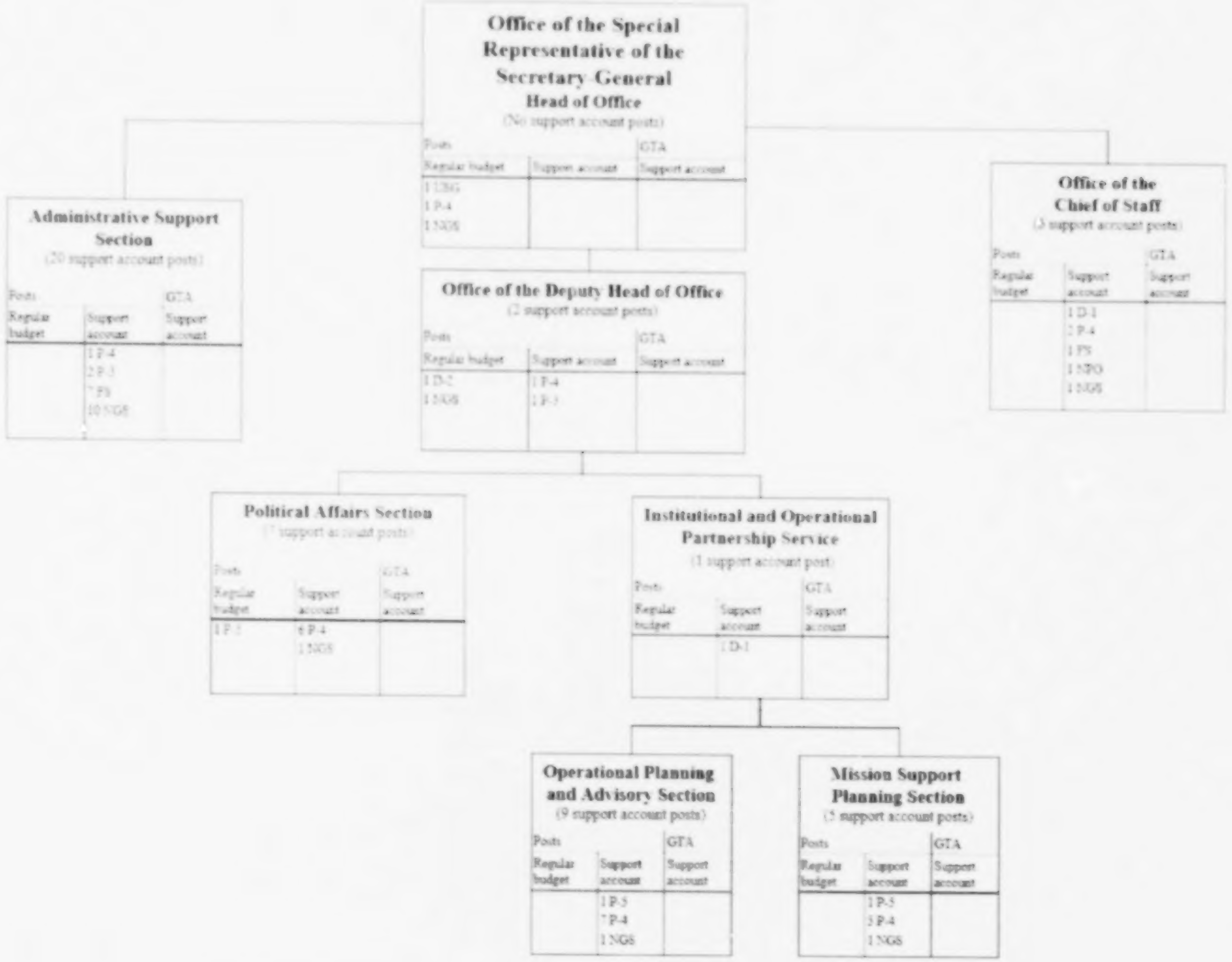
Policy, Evaluation and Training Division

(56 support account posts)

Posts		GTA
Regular budget	Support account	Support account
2 P-2 1 GS-OL	1 D-2 2 D-1 6 P-5 20 P-4 13 P-3 12 GS-OL 2 NGS	

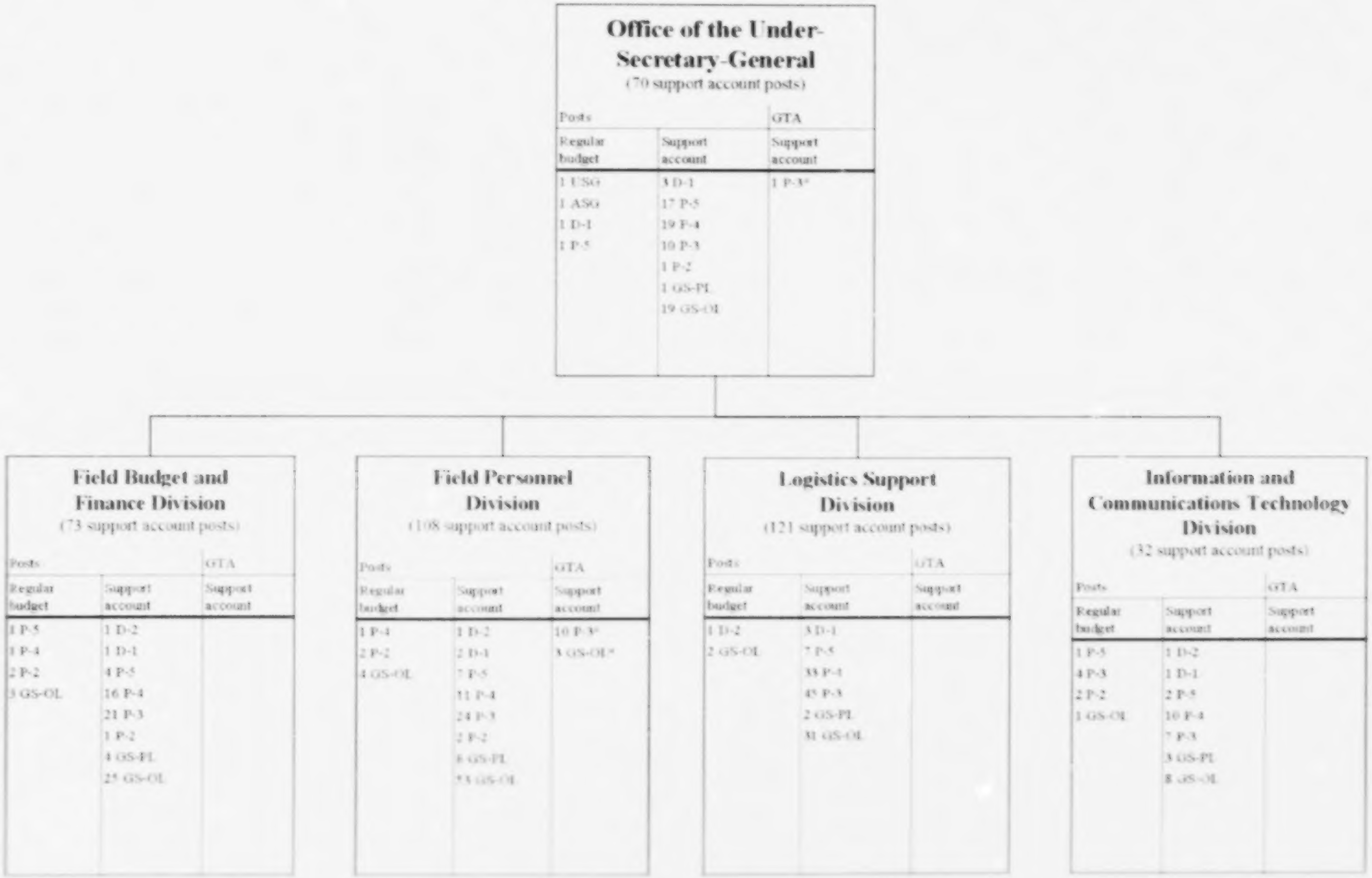
Annex II

Proposed staffing of the United Nations Office to the African Union for the period 1 July 2018 to 30 June 2019


Office of the Special Representative of the Secretary-General
Head of Office
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 USG
1 P-4
1 NGS
Administrative Support Section
(20 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-4
2 P-3
7 FS
10 NGS
Office of the Chief of Staff
(3 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-1
2 P-4
1 FS
1 NPO
1 NGS
Office of the Deputy Head of Office
(2 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
1 NGS
1 P-4
1 P-3
Political Affairs Section
(7 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
6 P-4
1 NGS
Institutional and Operational Partnership Service
(1 support account post)
Posts
GTA
Regular budget
Support account
Support account
1 D-1
Operational Planning and Advisory Section
(9 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
7 P-4
1 NGS
Mission Support Planning Section
(5 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
3 P-4
1 NGS

Annex III

Proposed staffing of the Department of Field Support for the period 1 July to 31 December 2018



Office of the Under-Secretary-General
(70 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 1 D-1 1 P-5	3 D-1 17 P-5 19 P-4 10 P-3 1 P-2 1 GS-PL 19 GS-OL	1 P-3[a]

Field Budget and Finance Division
(73 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 1 P-4 2 P-2 3 GS-OL	1 D-2 1 D-1 4 P-5 16 P-4 21 P-3 1 P-2 4 GS-PL 25 GS-OL	

Field Personnel Division
(108 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-4 2 P-2 4 GS-OL	1 D-2 2 D-1 7 P-5 11 P-4 24 P-3 2 P-2 8 GS-PL 53 GS-OL	10 P-3[a] 3 GS-OL[a]

Logistics Support Division
(121 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 GS-OL	3 D-1 7 P-5 33 P-4 45 P-3 2 GS-PL 31 GS-OL	

Information and Communications Technology Division
(32 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 4 P-3 2 P-2 1 GS-OL	1 D-2 1 D-1 2 P-5 10 P-4 7 P-3 3 GS-PL 8 GS-OL	

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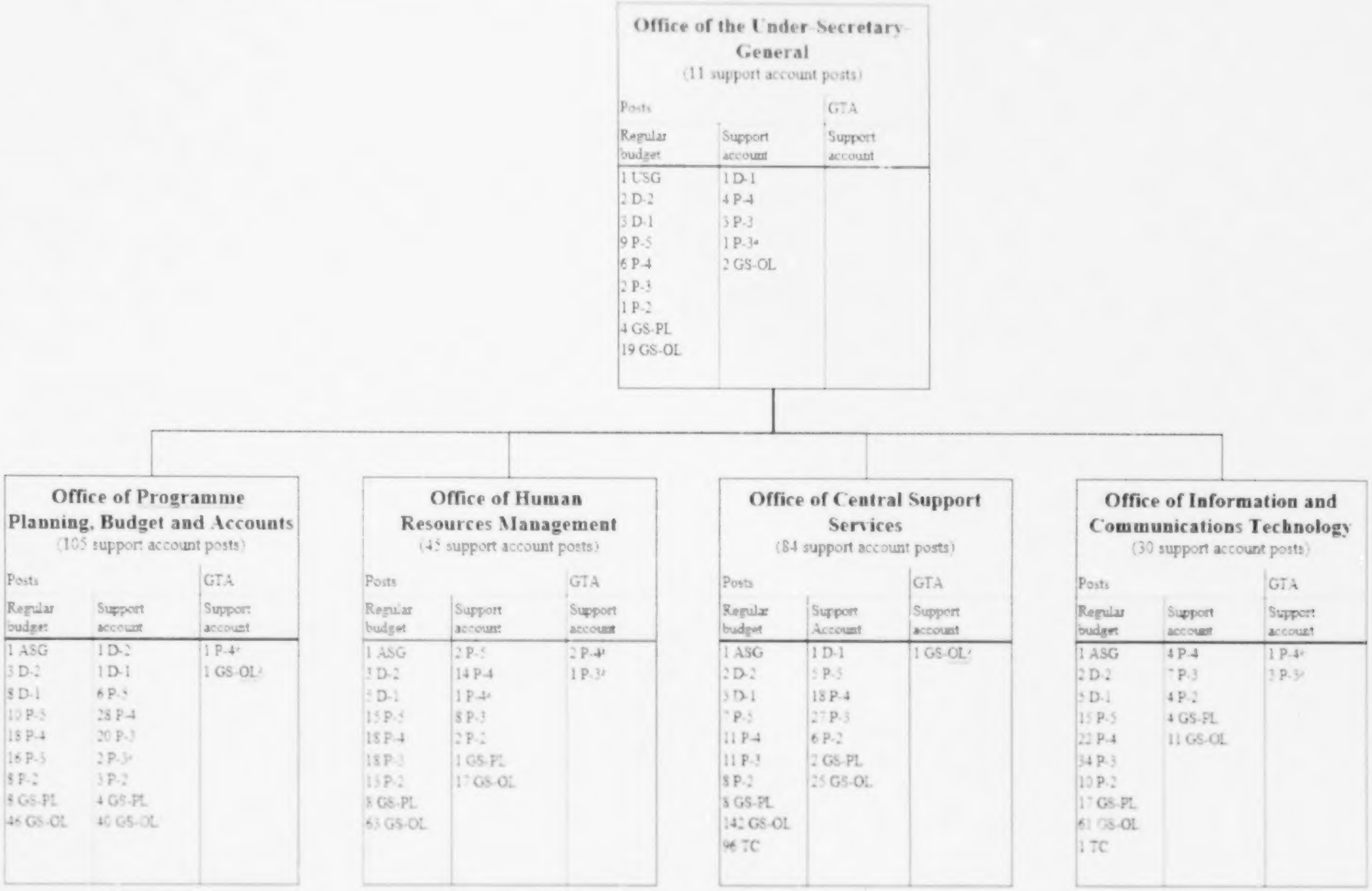
[a] Continuation of GTA

Annex [illegible]

Proposed staffing of the Department of Management for the period 1 July to 31 December 2018



Office of the Under-Secretary-General
(11 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 D-2 3 D-1 9 P-5 6 P-4 2 P-3 1 P-2 4 GS-PL 19 GS-OL	1 D-1 4 P-4 3 P-3 1 P-3[a] 2 GS-OL	

Office of Programme Planning, Budget and Accounts
(105 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 3 D-2 8 D-1 10 P-5 18 P-4 16 P-3 8 P-2 8 GS-PL 46 GS-OL	1 D-2 1 D-1 6 P-5 28 P-4 20 P-3 2 P-3[a] 3 P-2 4 GS-PL 40 GS-OL	1 P-4[b] 1 GS-OL[b]

Office of Human Resources Management
(45 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 3 D-2 5 D-1 15 P-5 18 P-4 18 P-3 15 P-2 8 GS-PL 63 GS-OL	2 P-5 14 P-4 1 P-4[a] 8 P-3 2 P-2 1 GS-PL 17 GS-OL	2 P-4[b] 1 P-3[b]

Office of Central Support Services
(84 support account posts)

Posts		GTA
Regular budget	Support Account	Support account
1 ASG 2 D-2 3 D-1 7 P-5 11 P-4 11 P-3 8 P-2 8 GS-PL 142 GS-OL 96 TC	1 D-1 5 P-5 18 P-4 27 P-3 6 P-2 2 GS-PL 25 GS-OL	1 GS-OL[c]

Office of Information and Communications Technology
(30 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 2 D-2 5 D-1 15 P-5 22 P-4 34 P-3 10 P-2 17 GS-PL 61 GS-OL 1 TC	4 P-4 7 P-3 4 P-2 4 GS-PL 11 GS-OL	1 P-4[b] 3 P-3[b]

---

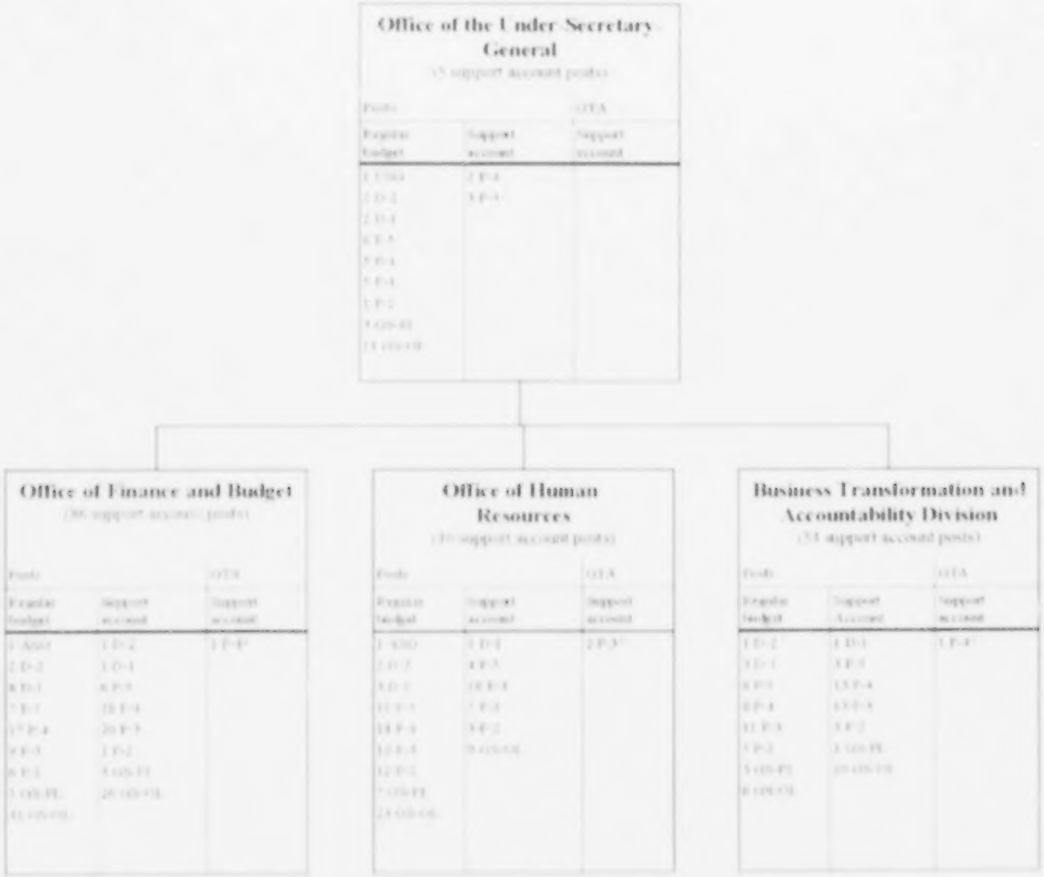
[a] Establishment

[b] Continuation of GTA

[c] Conversion to post

Annex V

Proposed staffing of the Department of Management Strategy, Policy and Compliance for the period 1 January to 30 June 2019


Office of the Under-Secretary-General
(5 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 USG
1 D-2
2 D-1
6 P-5
5 P-4
5 P-3
1 P-2
5 GS-PL
11 GS-OL
2 P-4
3 P-3
Office of Finance and Budget
(86 support account posts)
1 ASG
2 D-2
8 D-1
7 P-5
17 P-4
9 P-3
6 P-2
5 GS-PL
31 GS-OL
1 D-2
1 D-1
6 P-5
23 P-4
20 P-3
1 P-2
5 GS-PL
28 GS-OL
1 P-4a
Office of Human Resources
(39 support account posts)
1 ASG
2 D-2
3 D-1
11 P-5
14 P-4
12 P-3
12 P-2
7 GS-PL
23 GS-OL
1 D-1
4 P-5
18 P-4
7 P-3
3 P-2
9 GS-OL
2 P-3a
Business Transformation and Accountability Division
(51 support account posts)
1 D-2
3 D-1
8 P-5
8 P-4
11 P-3
5 P-2
5 GS-PL
8 GS-OL
1 D-1
3 P-5
13 P-4
13 P-3
3 P-2
1 GS-PL
19 GS-OL
1 P-4a

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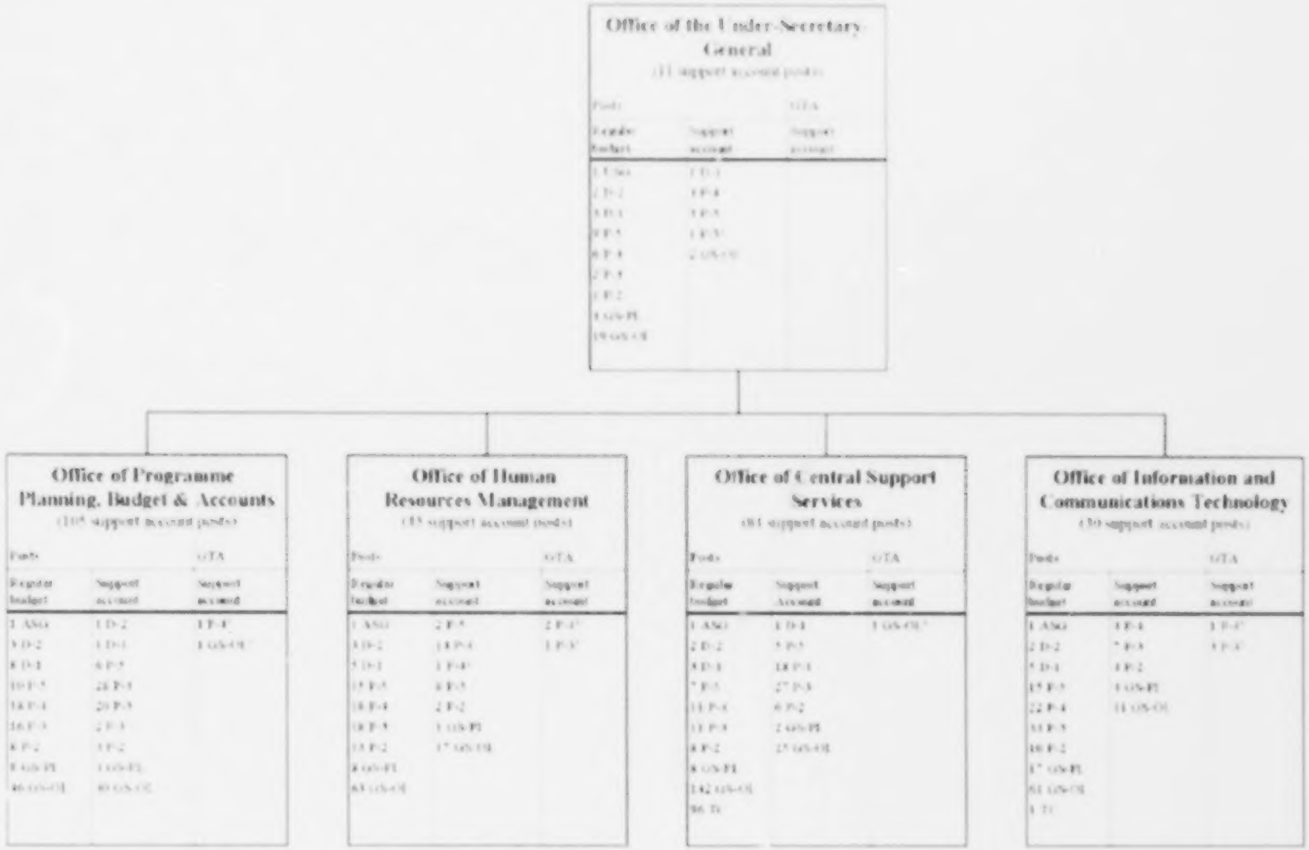
a Continuation of GTA

Annex VI

Proposed staffing of the Department of Operational Support for the period 1 January to 30 June 2019



Office of the Under-Secretary-General
(11 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG	1 D-1	
2 D-2	3 P-4	
3 D-1	3 P-3	
9 P-5	1 P-2	
8 P-4	2 GS-OL	
2 P-3		
1 P-2		
4 GS-PL		
19 GS-OL		

Office of Programme Planning, Budget & Accounts
(105 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	1 D-2	1 P-4[a]
3 D-2	1 D-1	1 GS-OL[a]
8 D-1	6 P-5	
19 P-5	28 P-4	
38 P-4	20 P-3	
36 P-3	2 P-3	
8 P-2	3 P-2	
8 GS-PL	1 GS-PL	
46 GS-OL	40 GS-OL	

Office of Human Resources Management
(45 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	2 P-5	2 P-4[a]
3 D-2	14 P-4	1 P-3[a]
5 D-1	1 P-4[a]	
15 P-5	8 P-3	
18 P-4	2 P-2	
18 P-3	1 GS-PL	
13 P-2	17 GS-OL	
8 GS-PL		
63 GS-OL		

Office of Central Support Services
(81 support account posts)

Posts		GTA
Regular budget	Support Account	Support account
1 ASG	1 D-1	1 GS-OL[a]
2 D-2	5 P-5	
3 D-1	18 P-4	
7 P-5	27 P-3	
11 P-4	6 P-2	
11 P-3	2 GS-PL	
8 P-2	25 GS-OL	
8 GS-PL		
142 GS-OL		
86 TC		

Office of Information and Communications Technology
(30 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG	3 P-4	1 P-4[a]
2 D-2	7 P-3	1 P-3[a]
5 D-1	4 P-2	
15 P-5	5 GS-PL	
22 P-4	11 GS-OL	
33 P-3		
16 P-2		
17 GS-PL		
81 GS-OL		
1 TC		

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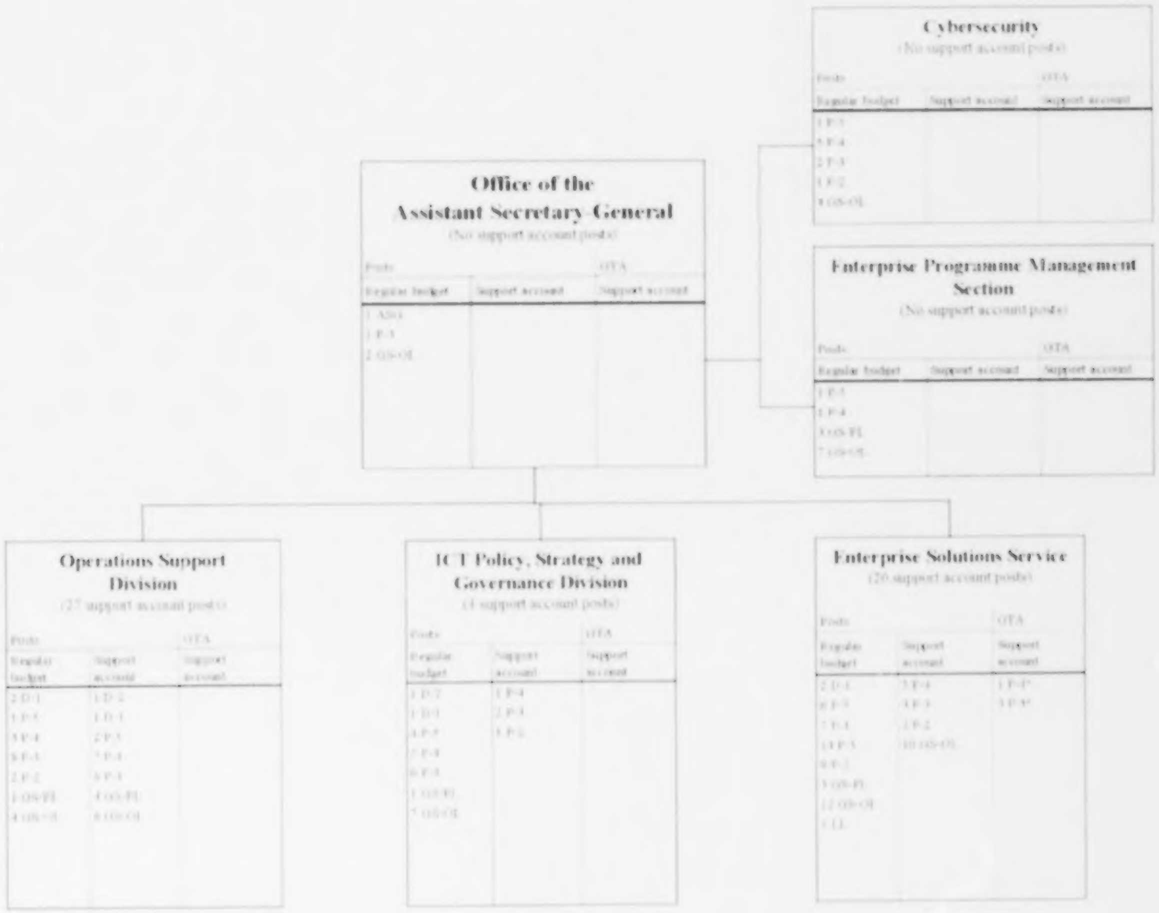
[a] Continuation of GTA

Annex VII

Proposed staffing of the Office of Information and Communications Technology for the period 1 January to 30 June 2019


Office of the Assistant Secretary-General
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 ASG
1 P-5
2 GS-OL
Cybersecurity
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
5 P-4
2 P-3
1 P-2
8 GS-OL
Enterprise Programme Management Section
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 P-5
1 P-4
3 GS-PL
7 GS-OL
Operations Support Division
(27 support account posts)
Posts
GTA
Regular budget
Support account
Support account
2 D-1
1 P-5
3 P-4
8 P-3
2 P-2
1 GS-PL
4 GS-OL
1 D-2
1 D-1
2 P-5
7 P-4
5 P-3
4 GS-PL
8 GS-OL
ICT Policy, Strategy and Governance Division
(4 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
1 D-1
4 P-5
7 P-4
6 P-3
1 GS-PL
7 GS-OL
1 P-4
2 P-3
1 P-2
Enterprise Solutions Service
(20 support account posts)
Posts
GTA
Regular budget
Support account
Support account
2 D-1
6 P-5
7 P-4
14 P-3
9 P-2
3 GS-PL
12 GS-OL
1 LL
3 P-4
4 P-3
3 P-2
10 GS-OL
1 P-4*
3 P-3*

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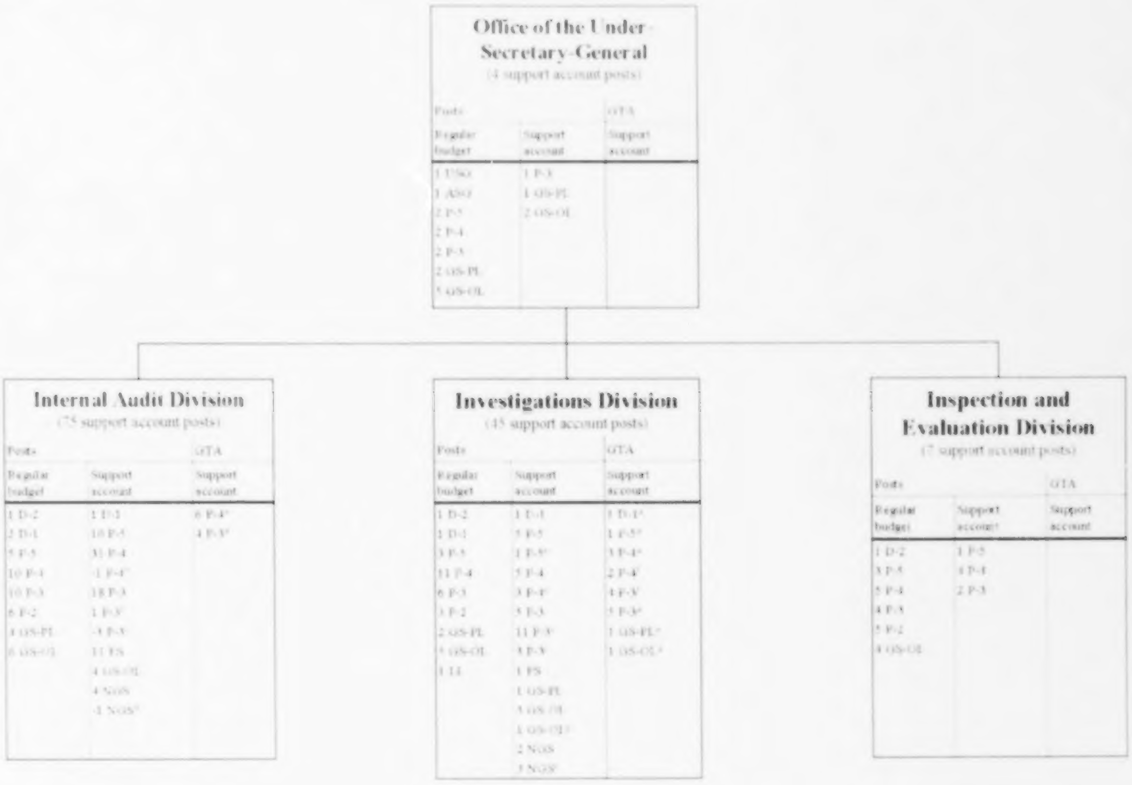
* Continuation of GTA.

Annex VIII

Proposed staffing of the Office of Internal Oversight Services for the period 1 July 2018 to 30 June 2019



Office of the Under-Secretary-General
(4 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 1 ASG 2 P-5 2 P-4 2 P-3 2 GS-PL 5 GS-OL	1 P-3 1 GS-PL 2 GS-OL	

Internal Audit Division
(75 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 10 P-4 10 P-3 6 P-2 4 GS-PL 6 GS-OL	1 D-1 10 P-5 31 P-4 -1 P-4 18 P-3 1 P-3 -3 P-3 11 FS 4 GS-OL 4 NGS -1 NGS	6 P-4 4 P-3

Investigations Division
(45 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 11 P-4 6 P-3 3 P-2 2 GS-PL 5 GS-OL 1 LL	1 D-1 5 P-5 1 P-5 5 P-4 3 P-4 5 P-3 11 P-3 3 P-3 1 FS 1 GS-PL 5 GS-OL 1 GS-OL 2 NGS 3 NGS	1 D-1 1 P-5 3 P-4 2 P-4 4 P-3 5 P-3 1 GS-PL 1 GS-OL

Inspection and Evaluation Division
(7 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 3 P-5 5 P-4 4 P-3 5 P-2 4 GS-OL	1 P-5 4 P-4 2 P-3	

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[a] Continuation of GTA

[b] Reclassification

[c] Reassignment

[d] Abolishment

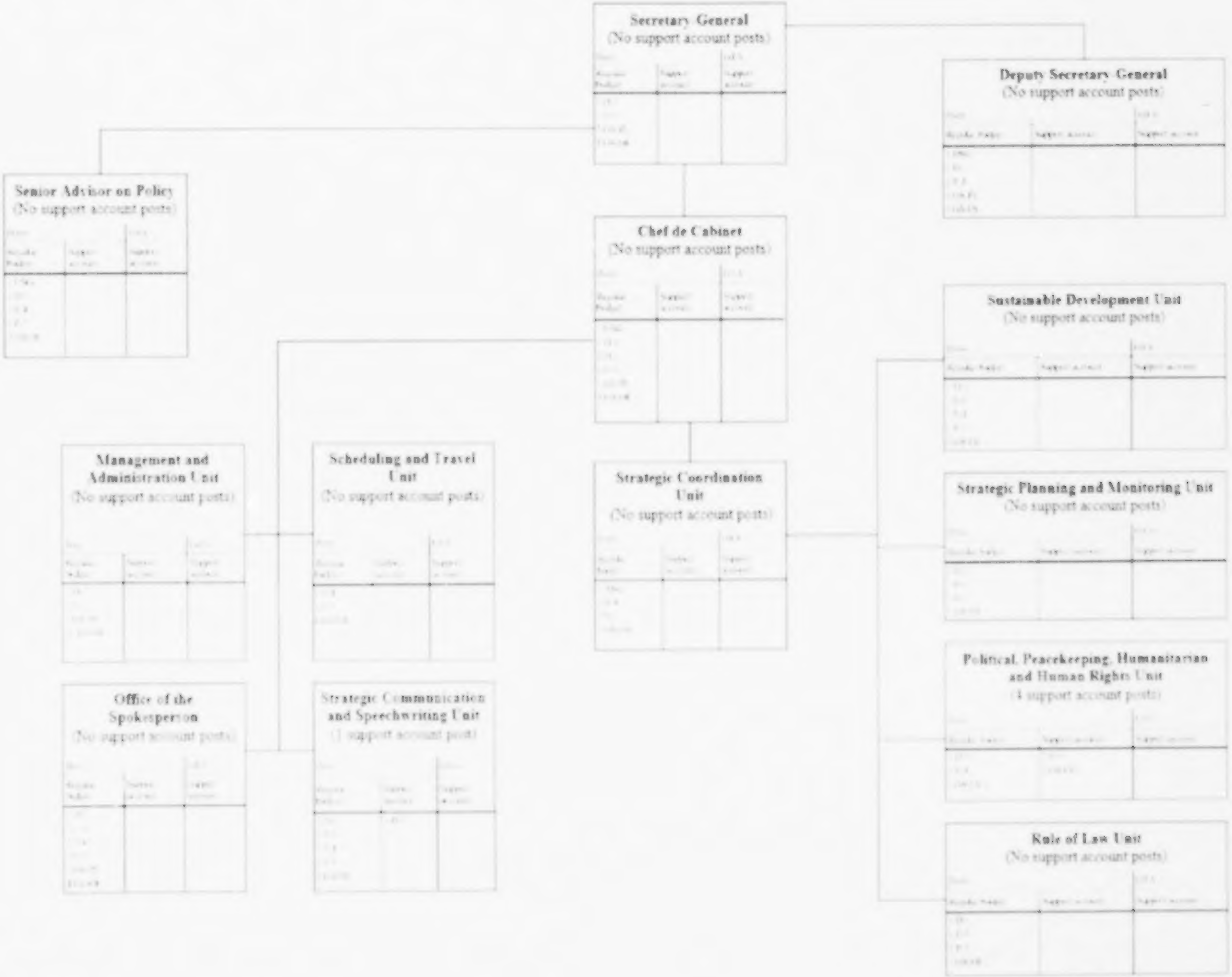
[e] Conversion

[f] New GTA position

[g] Establishment

Annex IX

Proposed staffing of the Executive Office of the Secretary-General for the period 1 July 2018 to 30 June 2019


Secretary General
(No support account posts)
Deputy Secretary General
(No support account posts)
Senior Advisor on Policy
(No support account posts)
Chef de Cabinet
(No support account posts)
Sustainable Development Unit
(No support account posts)
Management and Administration Unit
(No support account posts)
Scheduling and Travel Unit
(No support account posts)
Strategic Coordination Unit
(No support account posts)
Strategic Planning and Monitoring Unit
(No support account posts)
Political, Peacekeeping, Humanitarian and Human Rights Unit
(4 support account posts)
Office of the Spokesperson
(No support account posts)
Strategic Communication and Speechwriting Unit
(1 support account post)
Rule of Law Unit
(No support account posts)

Annex X

Proposed staffing of the Office of Staff Legal Assistance for the period 1 July 2018 to 30 June 2019

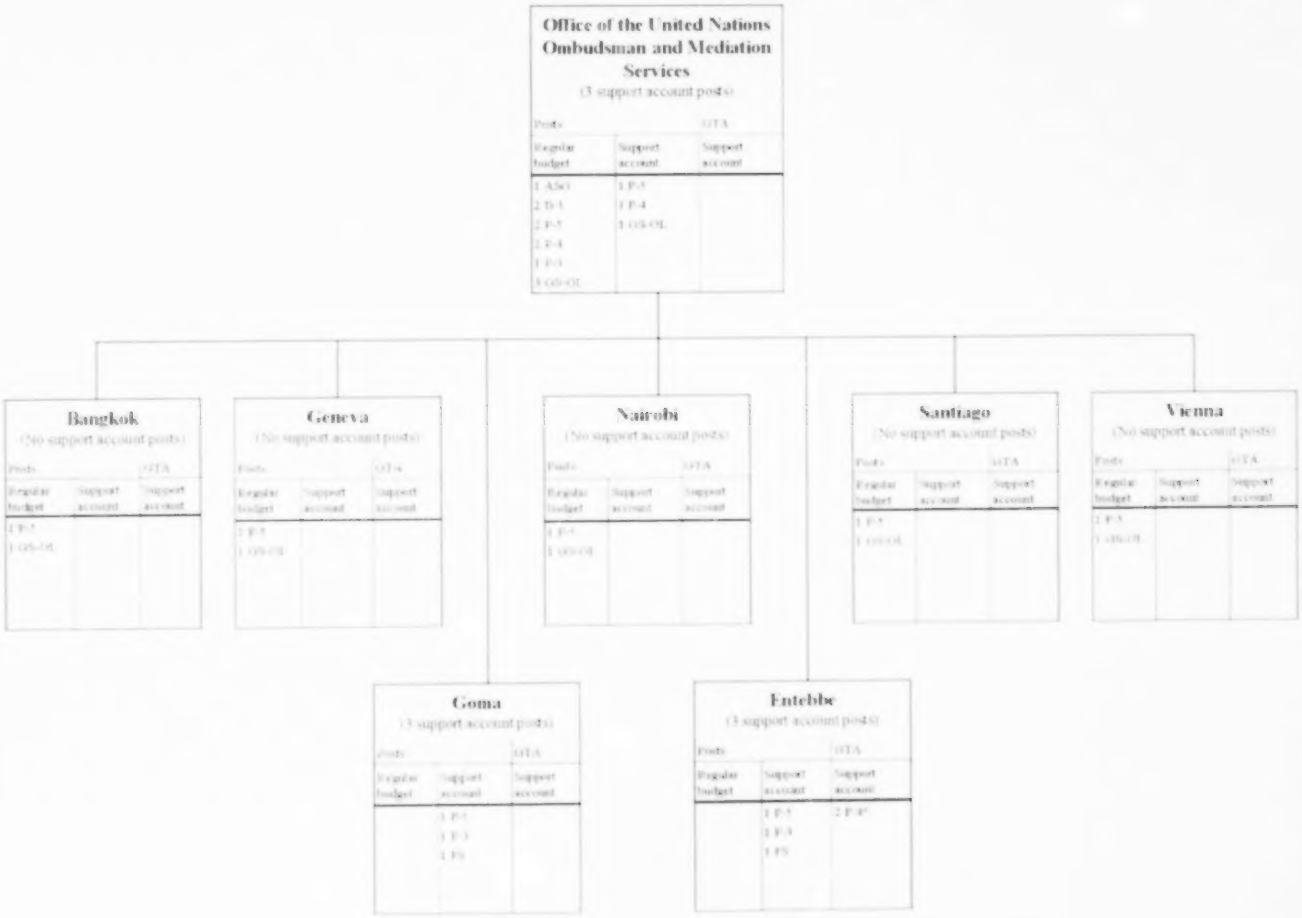
Office of Staff Legal Assistance

(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
New York 1 P-5 1 P-3 1 P-2 3 GS-OL Geneva 1 P-3 Nairobi 1 P-3 Beirut 1 P-3 Addis Ababa 1 P-3	Nairobi 1 P-3	

Annex XI

Proposed staffing of the Office of the United Nations Ombudsman and Mediation Services for the period 1 July 2018 to 30 June 2019


Office of the United Nations Ombudsman and Mediation Services
(3 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 ASG
2 D-1
2 P-5
2 P-4
1 P-3
3 GS-OL
1 P-5
1 P-4
1 GS-OL
Bangkok
(No support account posts)
1 P-5
1 GS-OL
Geneva
(No support account posts)
1 P-5
1 GS-OL
Nairobi
(No support account posts)
1 P-5
1 GS-OL
Santiago
(No support account posts)
1 P-5
1 GS-OL
Vienna
(No support account posts)
1 P-5
1 GS-OL
Goma
(3 support account posts)
1 P-5
1 P-3
1 FS
Entebbe
(3 support account posts)
1 P-5
1 P-3
1 FS
2 P-4[a]

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[a] Continuation of GTA

Annex XII

Proposed staffing of the Ethics Office for the period 1 July 2018 to 30 June 2019

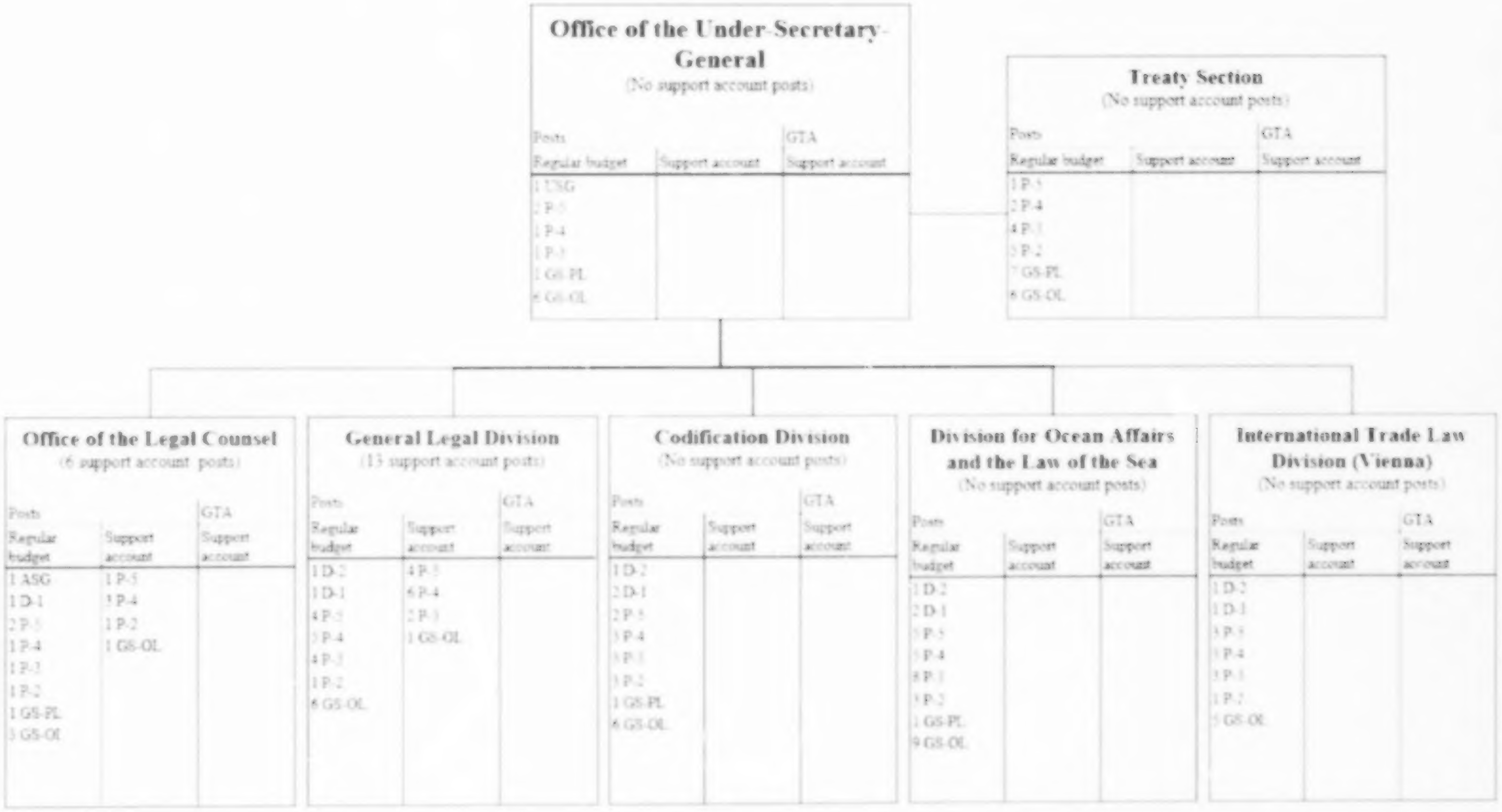
Ethics Office

(3 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 P-5 1 P-4 2 P-3 2 P-2 1 GS-PL 1 GS-OL	1 P-5 1 P-3 1 GS-OL	

Annex XIII

Proposed staffing of the Office of Legal Affairs for the period 1 July 2018 to 30 June 2019



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG 2 P-5 1 P-4 1 P-3 1 GS-PL 6 GS-OL		

Treaty Section
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 P-5 2 P-4 4 P-3 5 P-2 7 GS-PL 8 GS-OL		

Office of the Legal Counsel
(6 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-1 2 P-5 1 P-4 1 P-3 1 P-2 1 GS-PL 3 GS-OL	1 P-5 3 P-4 1 P-2 1 GS-OL	

General Legal Division
(13 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 4 P-5 5 P-4 4 P-3 1 P-2 6 GS-OL	4 P-5 6 P-4 2 P-3 1 GS-OL	

Codification Division
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 2 P-5 3 P-4 3 P-3 3 P-2 1 GS-PL 6 GS-OL		

Division for Ocean Affairs and the Law of the Sea
(No support account posts)

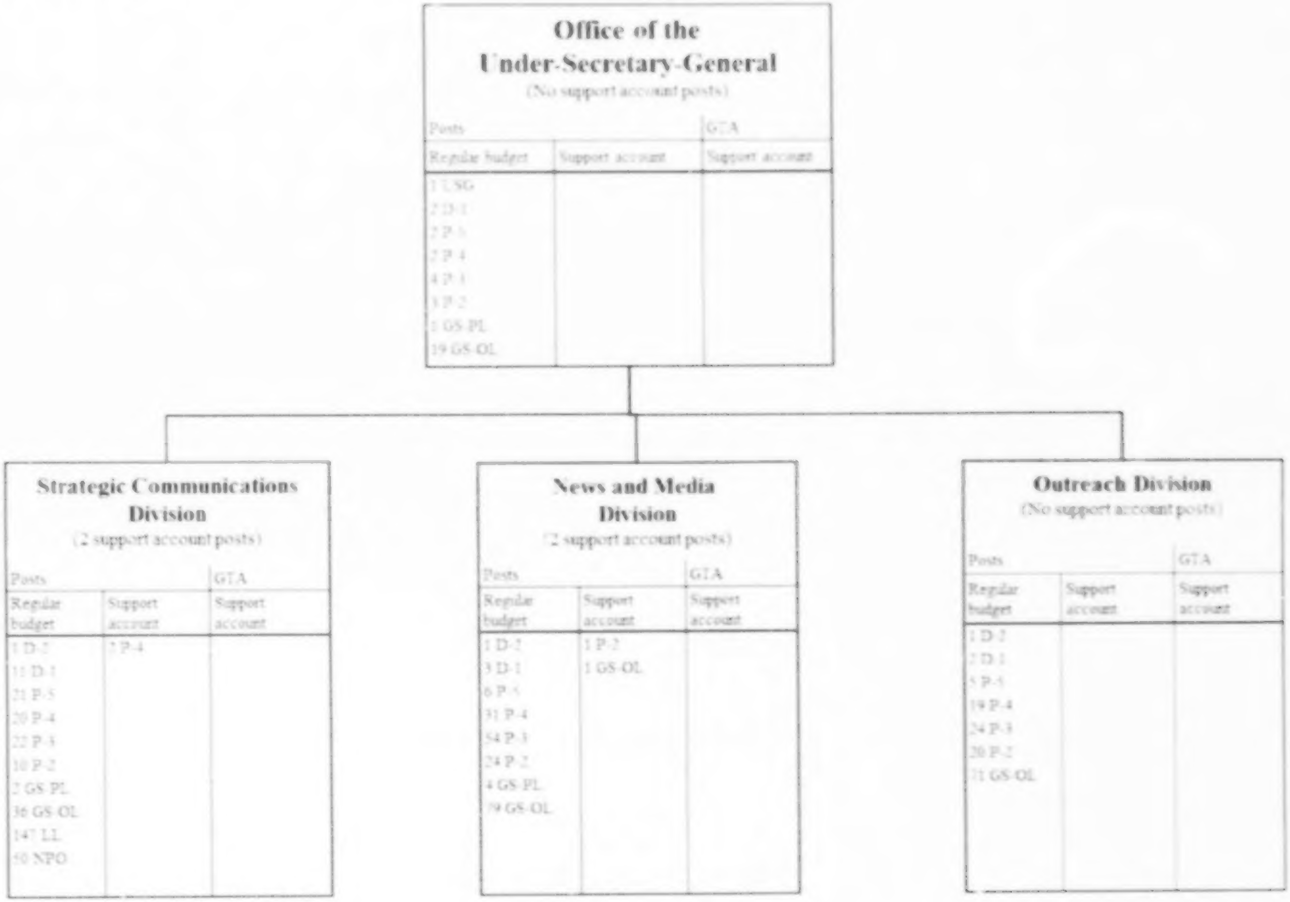
Posts		GTA
Regular budget	Support account	Support account
1 D-2 2 D-1 5 P-5 5 P-4 8 P-3 3 P-2 1 GS-PL 9 GS-OL		

International Trade Law Division (Vienna)
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 3 P-5 3 P-4 3 P-3 1 P-2 5 GS-OL		

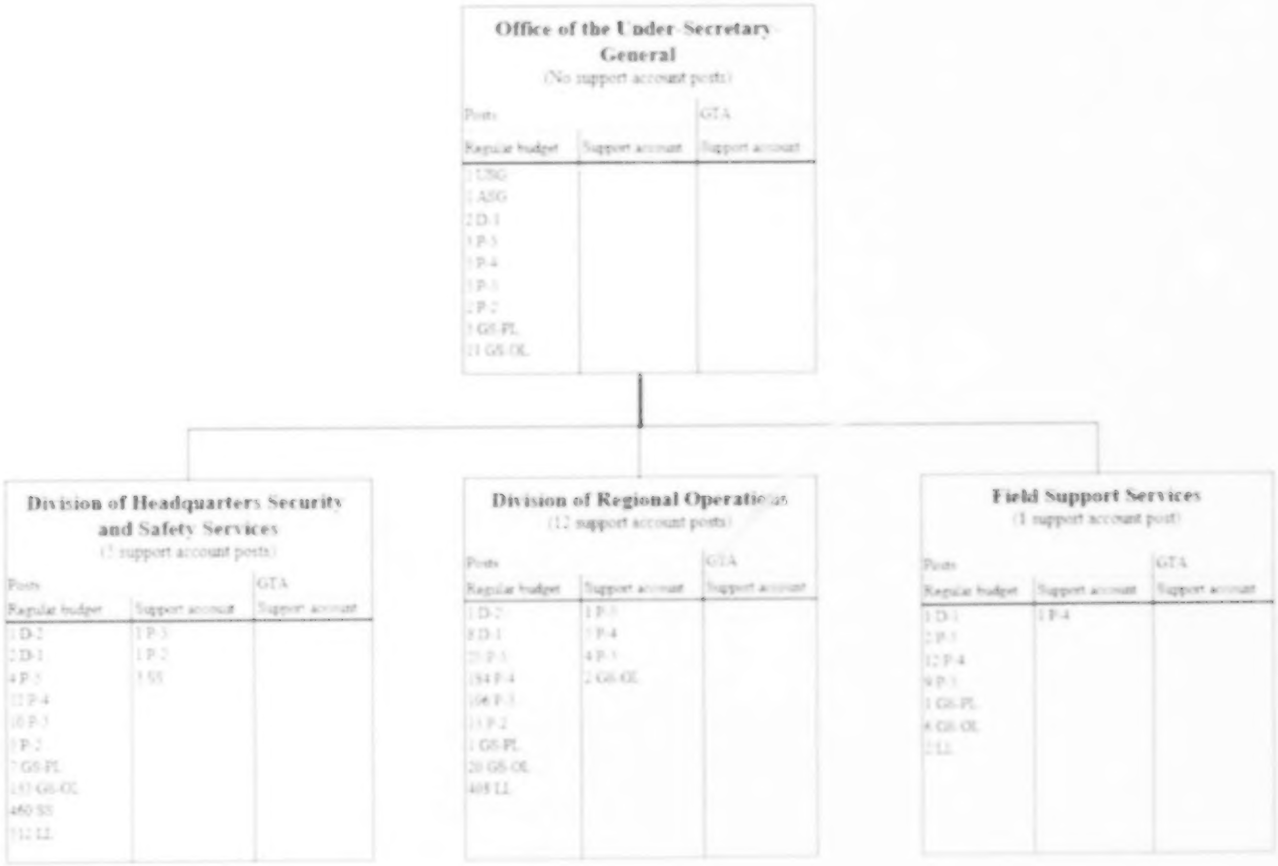
Annex XIV

Proposed staffing of the Department of Public Information for the period 1 July 2018 to 30 June 2019


Office of the Under-Secretary-General
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 USG
2 D-1
2 P-5
2 P-4
4 P-3
3 P-2
1 GS-PL
19 GS-OL
Strategic Communications Division
(2 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
11 D-1
21 P-5
20 P-4
22 P-3
10 P-2
2 GS-PL
36 GS-OL
147 LL
50 NPO
2 P-4
News and Media Division
(2 support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
3 D-1
6 P-5
31 P-4
54 P-3
24 P-2
4 GS-PL
79 GS-OL
1 P-2
1 GS-OL
Outreach Division
(No support account posts)
Posts
GTA
Regular budget
Support account
Support account
1 D-2
2 D-1
5 P-5
19 P-4
24 P-3
20 P-2
31 GS-OL

Annex XV

Proposed staffing of the Department of Safety and Security for the period 1 July 2018 to 30 June 2019



Office of the Under-Secretary-General
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 USG		
1 ASG		
2 D-1		
3 P-5		
3 P-4		
3 P-3		
2 P-2		
3 GS-PL		
21 GS-OL		

Division of Headquarters Security and Safety Services
(7 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-3	
2 D-1	1 P-2	
4 P-5	5 SS	
12 P-4		
10 P-3		
3 P-2		
7 GS-PL		
153 GS-OL		
460 SS		
112 LL		

Division of Regional Operations
(12 support account posts)

Posts		GTA
Regular budget	Support account	Support account
1 D-2	1 P-5	
8 D-1	5 P-4	
25 P-5	4 P-3	
184 P-4	2 GS-OL	
106 P-3		
13 P-2		
1 GS-PL		
20 GS-OL		
405 LL		

Field Support Services
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-1	1 P-4	
2 P-5		
12 P-4		
9 P-3		
1 GS-PL		
6 GS-OL		
2 LL		

Annex XVI

Proposed staffing of the secretariat of the Advisory Committee on Administrative and Budgetary Questions for the period 1 July 2018 to 30 June 2019

Secretariat of the Advisory Committee on Administrative and Budgetary Questions
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-2 1 D-1 2 P-5 3 P-4 1 GS-PL 2 GS-OL	1 P-4	1 P-5[a]

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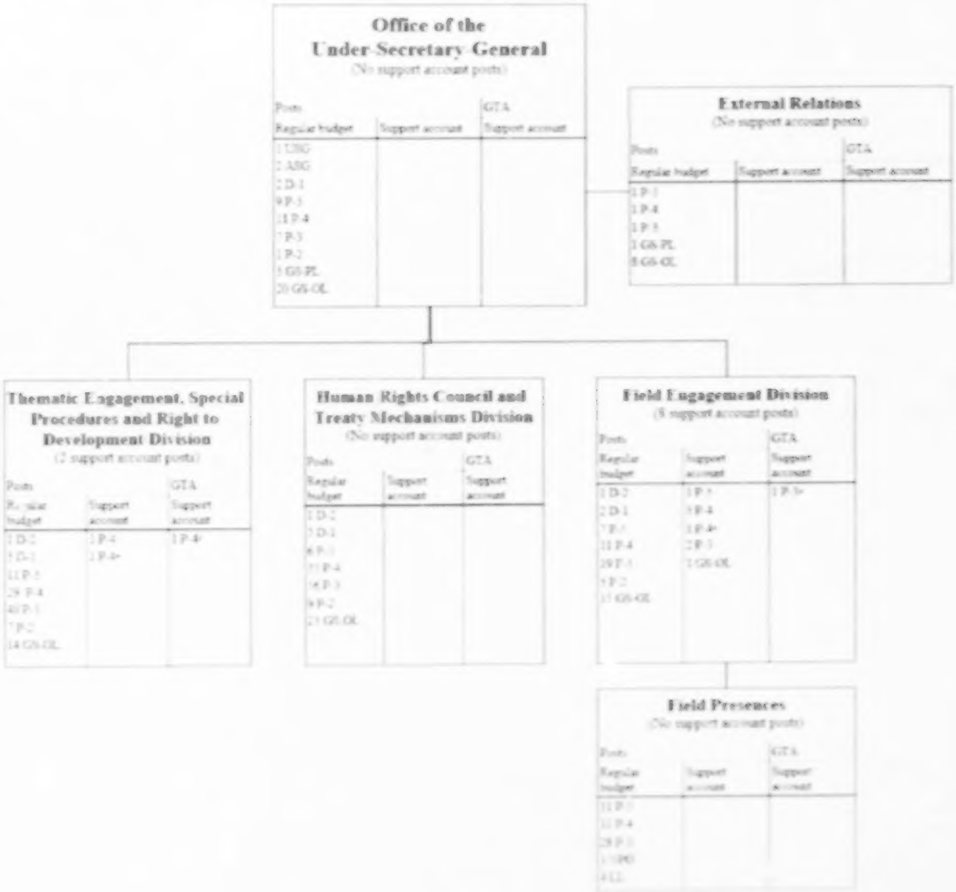
[a] Continuation of GTA

Annex XVII

Proposed staffing of the Office of the United Nations High Commissioner for Human Rights for the period 1 July 2018 to 30 June 2019


Office of the Under-Secretary-General
(No support account posts)
Posts
Regular budget
Support account
GTA
Support account
1 USG
2 ASG
2 D-1
9 P-5
11 P-4
7 P-3
1 P-2
5 GS-PL
20 GS-OL
External Relations
(No support account posts)
Posts
Regular budget
Support account
GTA
Support account
1 P-5
1 P-4
1 P-3
1 GS-PL
8 GS-OL
Thematic Engagement, Special Procedures and Right to Development Division
(2 support account posts)
Posts
Regular budget
Support account
GTA
Support account
1 D-2
5 D-1
11 P-5
29 P-4
40 P-3
7 P-2
14 GS-OL
1 P-4
1 P-4[a]
1 P-4[b]
Human Rights Council and Treaty Mechanisms Division
(No support account posts)
Posts
Regular budget
Support account
GTA
Support account
1 D-2
3 D-1
8 P-5
31 P-4
58 P-3
9 P-2
23 GS-OL
Field Engagement Division
(8 support account posts)
Posts
Regular budget
Support account
GTA
Support account
1 D-2
2 D-1
7 P-5
11 P-4
29 P-3
5 P-2
15 GS-OL
1 P-5
3 P-4
1 P-4[a]
2 P-3
1 GS-OL
1 P-3[b]
Field Presences
(No support account posts)
Posts
Regular budget
Support account
GTA
Support account
11 P-5
11 P-4
28 P-3
1 NPO
4 LL

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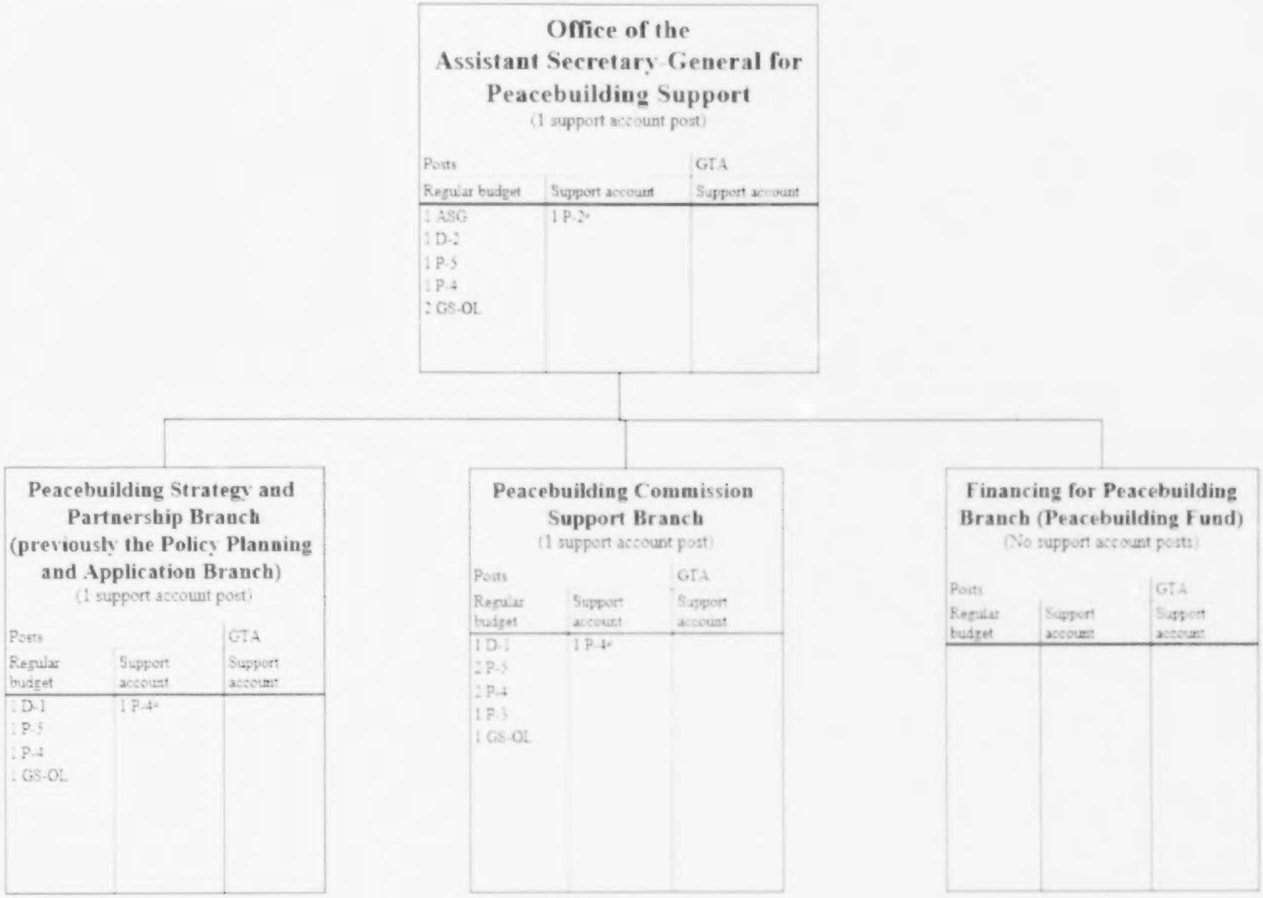
[a] [illegible]

[b] [illegible]

Annex XVIII

Proposed staffing of the Peacebuilding Support Office for the period 1 January to 30 June 2019



Office of the Assistant Secretary-General for Peacebuilding Support
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 ASG 1 D-2 1 P-5 1 P-4 2 GS-OL	1 P-2[a]	

Peacebuilding Strategy and Partnership Branch (previously the Policy Planning and Application Branch)
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 1 P-5 1 P-4 1 GS-OL	1 P-4[a]	

Peacebuilding Commission Support Branch
(1 support account post)

Posts		GTA
Regular budget	Support account	Support account
1 D-1 2 P-5 2 P-4 1 P-3 1 GS-OL	1 P-4[a]	

Financing for Peacebuilding Branch (Peacebuilding Fund)
(No support account posts)

Posts		GTA
Regular budget	Support account	Support account

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[a] Redeployment

Annex XIX

Cross-cutting initiatives across peacekeeping operations

1. A total of 24 staff in the 2014/15 period were initially charged against vacant mission posts to support Umoja readiness activities, deployment, post-deployment support/stabilization and master data management.

2. Related to the implementation of Umoja in peacekeeping operations was the establishment of RSCE, where administrative functions were consolidated. The consolidation resulted in over 100 posts being reduced in the administrative areas in peacekeeping operations and the service centre. In parallel, some of the work in the area of financial management (payroll and cashier) was consolidated in New York. Based on the plans for phased implementation of Umoja across the Secretariat, in terms of functionality (Foundation, UE1 and UE2) and business areas (clusters 1–4), another primary focus of these temporary positions was to cover the increased workload that could not be covered by the existing structure at Headquarters.

3. In its resolution 69/274, the General Assembly requested the Secretary-General to establish clear procedures for the capture and central recording of indirect costs relating to the implementation of Umoja and reiterated its request to absorb such costs within the approved budget of each department (see resolution 69/274, sect. VI, para. 16). In its cross-cutting resolution 69/307 for the 2015/16 period, the Assembly endorsed the recommendations of ACABQ (see A/69/839, paras. 112–114) and stressed the importance of establishing detailed estimates of direct and indirect costs that are guided by clear cost apportionment principles and accurate accounting and transparent reporting requirements.

4. Accordingly, 41 GTA positions were established and initially charged to the UNLB and the support account for the 2015/16 period, moving away from the use of vacant mission posts. Costs for the temporary positions were apportioned to peacekeeping missions at the end of the period based on the services provided to each mission. The arrangement continued in the 2016/17 period, when 67 GTA positions were continued established under UNLB and the support account and later apportioned to peacekeeping missions. These arrangements were reflected in the reports on the overview of peacekeeping operations (see A/70/749 and A/71/809).

5. In order to improve accuracy, transparency and the timely forecast of charges apportioned to peacekeeping missions, 48 positions were established under the cost-recovery mechanism for the 2017/18 period. Field missions were informed of the expected cost for the period and charges were made in two batches, with specific project codes attached to clearly distinguish the amounts charged to missions for each activity.

6. However, owing to the significant budget reductions decided by the General Assembly for the 2017/18 period, on the order of $600 million below the level initially proposed by the Secretary-General, the ability of field missions to absorb these corporate costs through reprioritization of activities was affected. Accordingly, it has become a challenge to apportion costs to missions proportionately to the level of service provided by the Headquarters and to secure funding for the continuation of Organizational initiatives.

7. Consequently, it is proposed to fund these corporate projects under the support account for the 2018/19 period in order to enhance resource planning and predictability. The number of projects and the level of resources requested for the 2018/19 period are in line with the level for the 2017/18 period. The majority of the requirements relate to GTA positions, as well as contractual services and travel in relation to the support to Umoja implementation, in the field. Based on the temporary

nature of these costs and their historical background of being absorbed by peacekeeping missions, resource requirements are shown separately from the other activities of departments under the support account. However, some activities, such as those in relation to the transfer workload from field to backstopping offices based on Umoja implementation, are likely to continue and be mainstreamed into the support account requirements in the future. For illustrative purposes, the apportioned level of resources for the 2017/18 period is indicated in the tables below.

(a) Human resources requirements

		Professional category and above							*General Service and related categories*			
Temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	***Subtotal***	***Total***
Field Budget and Finance Division/DFS	Apportioned 2017/18	–	–	–	–	–	–	**–**	–	–	**–**	**–**
	Proposed 2018/19	–	–	–	–	2	–	**2**	–	–	**–**	**2**
	Net change	–	–	–	–	**2**	–	**2**	–	–	**–**	**2**
Logistical Support Division/DFS	Apportioned 2017/18	–	1	1	8	16	–	**26**	–	–	**–**	**26**
	Proposed 2018/19	–	1	1	8	18	–	**28**	–	–	**–**	**28**
	Net change	–	–	–	–	**2**	–	**2**	–	–	**–**	**2**
Field Personnel Division/DFS	Apportioned 2017/18	–	–	–	2	–	–	**2**	–	–	**–**	**2**
	Proposed 2018/19	–	–	–	2	–	–	**2**	–	–	**–**	**2**
	Net change	–	–	–	–	–	–	**–**	–	–	**–**	**–**
OPPBA/DM	Apportioned 2017/18	–	–	–	2	3	–	**5**	–	5	**5**	**10**
	Proposed 2018/19	–	–	–	2	3	–	**5**	–	5	**5**	**10**
	Net change	–	–	–	–	–	–	**–**	–	–	**–**	**–**
OHRM/DM	Apportioned 2017/18	–	–	–	2	–	–	**2**	–	1	**1**	**3**
	Proposed 2018/19	–	–	–	2	–	–	**2**	–	1	**1**	**3**
	Net change	–	–	–	–	–	–	**–**	–	–	**–**	**–**
OCSS/DM	Apportioned 2017/18	–	–	–	1	2	–	**3**	–	1	**1**	**4**
	Proposed 2018/19	–	–	–	1	2	–	**3**	–	1	**1**	**4**
	Net change	–	–	–	–	–	–	**–**	–	–	**–**	**–**
Total	Apportioned 2017/18	–	1	1	15	21	–	**38**	–	7	**7**	**45**
	Proposed 2018/19	–	1	1	15	25	–	**42**	–	7	**7**	**49**
	Net change	–	–	–	–	**4**	–	**4**	–	–	**–**	**4**

(b) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Field Budget and Finance Division		–	309.8	309.8	–
Logistical Support Division	–	9 590.1	9 943.4	353.3	3.7
Field Personnel Division	–	352.9	382.2	29.3	8.3
Subtotal DFS	–	9 943.0	10 635.4	692.4	0.4
OPPBA	–	1 294.0	1 357.6	63.6	4.9
OHRM	–	452.4	479.4	27.0	6.0
OCSS	–	695.7	615.8	(79.9)	(11.5)
Subtotal DM	–	**2 442.1**	**2 452.8**	**10.7**	**7.0**
Total	–	**12 385.1**	**13 088.2**	**703.1**	**5.7**

1. Field Budget and Finance Division

(a) Results-based-budgeting framework

8. A critical project is commencing to replace GCMS, which is used within the Division to process COE reimbursement entitlements that are payable to troop-and-police-contributing countries.

9. The current process for the verification, calculation and payment of COE reimbursement entitlements to troop-and-police-contributing countries involves a variety of IT systems across various actors within the Secretariat. The arrangement lacks integration, resulting in time-consuming and manual data entry and re-entry, risk of error and consistent pressure to meet deadlines.

10. At the centre of these arrangements is GCMS, an in-house application developed 20 years ago and supported by legacy knowledge in the Division. GCMS is outdated in its interface with more modern enterprise systems, its performance has become unreliable and there is no business continuity plan for the current system.

11. COE reimbursement payments that rely on the system exceed $800 million annually. These payments are essential to troop-and-police-contributing countries.

12. The Umoja Steering Committee has agreed to a business case for a technical replacement for GCMS that will be fully embedded within Umoja. Design and development for the Umoja GCMS replacement and force management project have commenced; the project aims to go live initially during the last quarter of 2018 (relevant reimbursements are scheduled to be completed in March 2019), with full implementation by the next quarterly payments in June 2019. Governance and primary resourcing for the project will be provided within the scope of the Umoja project, but the Division, as the principal business owner for the troop-and-police-contributing countries reimbursement processes, is expected to provide full-time subject-matter experts for the design and development of the solution, as well as training of users (while maintaining its support for ongoing reimbursements).

13. In practice, two existing staff members of the Memorandum and Claims Management Section of the Division are likely to be called upon to lend their expertise to the project on a full-time basis, with temporary staffing replacements to

be brought on board to support the ongoing calculation of COE reimbursements each quarter. A requirement for other expert members of the Section to provide input throughout the life of the project, on an occasional basis, will limit the capacity of the Section to further absorb the demands of the project.

14. Following the proposed establishment of the new structure as of 1 January 2019, the functions will continue to be performed within the Uniformed Capabilities Support Division in the Office of Supply Chain Management, DOS.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) COE reimbursement claims continue to be assessed and processed on a timely basis at the end of each quarter due to backfilled capacity (number of months)	Target	3	3	3	3
		Estimate		3	3	3
		Actual			3	3
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Design and testing for GCMS replacement is completed	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

External factors

15. Delays with regard to the broader Umoja project and/or shortfalls in staffing for other Umoja-related projects during the same financial period may have an impact.

Outputs

16. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Other services	
1. Business continuity ensured for the current GCMS system supporting COE reimbursement	1
2. Memorandum of understanding module developed	1
3. Electronic approval workflows designed and tested	10
4. COE master data consolidated	1

(b) Human resources requirements

		Professional category and above							*General Service and related categories*			
Temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Principal level*	*Other level*	*Subtotal*	*Total*
Total Field Budget and Finance Division	Apportioned 2017/18	–	–	–	–	–	–	–	–	–	–	–
	Proposed 2018/19	–	–	–	–	2		2	–	–	–	2
	Net change	–	–	–	–	**2**	–	**2**	–	–	–	**2**

(c) Justification of posts

Office of the Director

Establishment of 2 GTA positions

2 Finance and Budget Officer (P-3) (new)

17. In the Office of the Director, 2 GTA positions will facilitate this arrangement by backfilling the responsibilities and assuming the workload of 2 MOUs and claims/substantive business process experts, who will be temporarily assigned full-time to the Umoja GCMS replacement and force management project. The current process for the verification, calculation and payment of COE reimbursement entitlements to troop-and-police-contributing countries involves a variety of IT systems across various actors within the Secretariat. The arrangement lacks integration, resulting in time-consuming and manual data entry and re-entry, risk of errors and consistent pressure to meet deadlines.

18. At the centre of these arrangements is GCMS, an in-house application developed 20 years ago and supported by legacy knowledge in the Division. GCMS is outdated in its interface with more modern enterprise systems, its performance has become unreliable and there is no business continuity plan for the current system.

19. A project under the Umoja umbrella has been undertaken and has obtained approval for a technical solution to address the entire life cycle of reimbursements and payments to troop-and-police-contributing countries for COE and troop/police personnel costs, providing a seamless transfer of information from one process to another, eliminating manual data re-entry, introducing electronic approval workflows and providing consistent data for operational, strategic, financial and budgetary reporting purposes, as well as business continuity measures with a support structure that is common for enterprise-level systems.

20. In the interest of capacity building and mainstreaming of Umoja knowledge to the user community in peacekeeping/special political missions, it is essential that the claims process experts team for the project be made up of substantive personnel who are currently involved with memorandum of understanding negotiations and COE claims calculations. At the same time, the duties of these 2 personnel must be backfilled within the Memorandum and Claims Management Section to ensure the continuity of COE reimbursement to troop-and-police-contributing countries while the new integrated system is developed/deployed.

21. Given that COE reimbursement payments that rely on the system currently exceed $800 million annually and are essential to troop-and-police-contributing countries, the project will be critical for ensuring the integrity of the reimbursement framework.

22. The Umoja GCMS replacement and force management project is expected to be developed, tested with the claims calculation module and deployed by 31 March 2019, with full deployment and functionality to follow by 30 June 2019. As such, it is expected that process experts will be required for design, development and testing for at least the duration of the 2018/19 financial year.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	–	–	–	–	–
II. Non-post resources					
GTA	–	–	191.0	191.0	–
Consultants	–	–	–	–	–
Official travel	–	–	–	–	–
Facilities and infrastructure	–	–	115.2	115.2	–
Communications and information technology	–	–	3.6	3.6	–
Other supplies, services and equipment	–	–	–	–	–
Subtotal, II	–	–	**309.8**	**309.8**	–
Total	–	–	**309.8**	**309.8**	–

	Cost estimates	*Variance*	
GTA	$191.0	$191.0	–

23. Provisions are made for the proposed GTA positions for the 2018/19 period.

	Cost estimates	*Variance*	
Facilities and infrastructure	$115.2	$115.2	–

24. A provision for office space at Headquarters is made for the GTA positions proposed for the 2018/19 period.

	Cost estimates	*Variance*	
Communications and information technology	$3.6	$3.6	–

25. An amount of $3,600 is proposed for the standard ICT equipment, supplies and services based on the rates set by the Office of Information and Communications Technology.

2. Logistics Support Division

(a) Results-based-budgeting framework

26. In its resolution 67/246 (para. 25) the General Assembly approved the complete implementation of the full scope of Umoja projects by December 2018. As process owner for Umoja logistics execution, the Logistics Support Division is responsible for implementing the Organization-wide Umoja SCM solution. The UE2-SCM project is being implemented in three phases, with the decommissioning of Galileo (legacy system for inventory management in DFS field missions) in phase 1 and the usage of Umoja for related transactions in phases 2 and 3, including transportation management, track and trace, and advanced planning and forecasting capabilities (demand planning and supply network planning). The project was launched in July 2016 and phase 1 was successfully completed within the stipulated deadline of

September 2017, followed by ramp-up and stabilization phases. In the 2018/19 period, the Division will be focusing on the completion of the remainder of UE2-SCM functionality.

27. To ensure better coordination and identify potential interdependencies between various UE2 projects, and in the process adding to its overarching mandate, the Division has been tasked to take over the deployment and stabilization of the UE2 suite of projects for DFS. Therefore, all Umoja-related activities within the Division have been consolidated in January 2017 into the newly created DFS Umoja Coordination Service, which combines the Information and Communications Technology Division and Logistics Support Division portfolios. As a direct result of this consolidation, the DFS Umoja Coordination Service will also be supporting the implementation of UE2 projects in the field that are not core activities of the Logistics Support Division, such as the RAPS project (for processes which cover reimbursement to troop-and-police-contributing countries), the force management project and the conference and event management project. Implementation of all UE2 projects in coordination with Umoja, DM and other actors will involve the coordination of product integration testing and user verification testing, training of local process expert trainers, support of in-mission training and change management and quality assurance initiatives.

28. In addition, the Umoja Coordination Service will continue the delivery of day-to-day, mandated activities in relation to UE2 projects. Throughout the reporting period, it will provide assistance and guidance to the DFS tier 2a production support help desk located in Brindisi to ensure post-implementation production support on all UE2 projects during stabilization phases. As agreed with process owners in DM, the Umoja Coordination Service will also be responsible for (a) material master creation (in collaboration with OCSS and OPPBA, as applicable), cleansing and enrichment for UE2-SCM phase 1 and (b) material master transformation for UE2-SCM phase 2. Using the delegation of authority for product ID management granted by DM/OCSS, DFS will gradually transition the current master data management task force of the Galileo decommissioning project to start the product ID transformation work. The task force will likely continue its work throughout 2019 as an estimated 75,000 or more product IDs will need to be enriched/transformed to enable SCM capabilities.

29. In order to address immediate requirements, the Service adopted a project approach to rapidly provide the required resources and build the capacity envisaged within DFS, peacekeeping and special political missions. Within its current capacity, the Logistics Support Division does not have sufficient resources to address the resource-intensive and specialized tasks mentioned above and a United Nations contractor with project management experience is essential to assist in implementing these activities. As a result, the Umoja Coordination Service has engaged UNOPS throughout the 2016/17 and 2017/18 periods, fully embedding UNOPS resources in all resource and activity planning. The expertise of UNOPS specialized teams will be further needed in the 2018/19 period and a requirement of $4,415,600 under IT services have been proposed. Services of an individual consultant will, however, be discontinued, resulting in a 7.8 per cent decrease in proposed requirements from the current period.

30. The 15 UNOPS staff funded under IT services will constitute the core resources for the above-mentioned material master transformation. The data factory facility located in Brindisi ($1,960,300 requested for the 2018/19 period) has been actively engaged throughout the 2016/17 and 2017/18 periods in creation of product in support of the Galileo decommissioning project and will transition to material master transformation for UE2-SCM phase 2. UNOPS resources will also continue providing project management expertise under a separate financial agreement for which $2,403,700 has been requested in the 2018/19 period. With the expected increase in

the Division portfolio of projects in the 2018/19 period, the said resources will assist in planning, delivering and monitoring complex project activities across multiple projects and workstreams, ensuring timely execution of deliverables and projects. The Umoja Coordination Service, in close coordination with Umoja and DM will build on its expertise to mobilize local mission site teams, support technical teams and service desks for the management of tickets raised by missions and provide support for the test and deployment phases of the various technical solution.

31. Following the proposed establishment of the new structure as of 1 January 2019, the functions will continue to be performed within the Logistics Division, Office of Supply Chain Management, DOS.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Support deployment to all field missions of 2 critical projects a. Umoja strategic planning and performance management project, and b. Umoja RAPS project in support of improved reporting to Member States	Target	2	N/A	N/A	N/A
		Estimate		2	N/A	N/A
		Actual			N/A	N/A
(b) Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	(i) Provide support for deployment of Umoja force planning functionalities by December 2018 to support rapid deployment and establishment of peacekeeping operations through standardized and simplified operating procedure in Umoja, subject to business readiness	Target	2	N/A	N/A	N/A
		Estimate		2	N/A	N/A
		Actual			N/A	N/A
(c) Increased efficiency and effectiveness of peacekeeping operations	(i) Complete deployment of 5 new functionalities, i.e. UE2-SCM track and trace, and transport planning and transport management, Umoja travel solution for individual uniformed personnel, preventive maintenance of equipment and Umoja event management capabilities, as per mandate, and ensure subsequent operationalization and streamlining of existing procedures and processes	Target	4	N/A	N/A	N/A
		Estimate		1	N/A	N/A
		Actual			N/A	N/A

Outputs

32. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Other substantive activities	
Deployment	
1. Support deployment and stabilization of all UE2 modules to all field missions: SCM phase 2, conference and events management and force management	1
2. Briefings via VTC (average 2 VTCs per project per week), with field mission on UE2 deployment activities (training, change management, user access mapping, general briefings, status updates) across all UE2 projects	400
3. Set-up of ramp-up hubs and teams (average 3 hubs per project deployment), consisting of 6 staff for 6 weeks in total, to coordinate and support deployment and stabilization activities of SCM phase 2	1
4. Legacy systems decommissioned with deployment of UE2 projects (including GCMS 2 modules of travel solution), Field Systems Service, electronic business management systems and other local event management systems	10
Engagement with stakeholders	
5. High-level briefings on progress provided to Umoja Steering Committee	12
6. Biweekly high-level status updates provided to Umoja team leaders and DFS units on UE2 projects	56
7. Internal and external coordination of responses to Auditors on DFS/Umoja deployment activities, and support for mission audit responses	1
Training	
8. New training courses developed, including all supporting documentation, exercise and simulations, e-learning modules and WebEx courses, assessments and evaluations	8
9. Workshops delivered to train local process expert trainers, build capacity in field missions and develop mission staff reporting skills (Umoja ECC, SRM and business intelligence) across all pillars	20
10. Online instructor-led WebEx courses delivered to all field missions	80
11. New local process expert trainers trained across all UE2 projects, SCM phase 2 (4 modules), events and conference management and force management	500
12. Mission-level training (teach backs), conducted by newly trained local process expert trainers, is administratively supported	40
13. End-users trained in new Umoja transactional roles as part of deployment of SCM phase 2, conference and events management and force management	5 000
14. Employee self-service/manager self-service focal points receive refresher training (new travel module interface and SAP upgrade)	1 000
15. Staff trained on Umoja ECC, SRM and business intelligence through 3 workshops on level 1 reporting	90
Change management	
16. Create cheat sheets, quick reference guides, posters and briefing and communication documents	50
17. Staff mapped to new transactional roles	5 000
18. Monitor adoption by users of UE2 functionalities across for 5, 000 users across all field missions	5 000
19. Assist in creation, review and validation of 6 documents on test readiness review and 6 documents on operational readiness review	1
Testing	
20. Scenarios to be developed for SCM phase 2 to test new workflows and functionalities	35
21. Scripts for product integration testing and user verification testing to be developed, tested and verified for SCM phase 2	796
22. Test cycles (product integration testing, user verification testing) across 3 geographical locations, with each test cycle to have a duration of 8 weeks preparation and 4 weeks execution, coordinated from end to end, including test environment with user access set-up, training and set-up of the HP Application Life Cycle Management (HAPLM) platform used by Umoja for testing, logging and resolution of defects; and defect resolution planning	24
23. Staff from field missions trained and inducted as testers for deployment of SCM phase 2 solutions	80

Outputs	*Quantity*
Product support	
24. Capacity-building VTCs and/or WebEx meetings provided by DFS tier 2b Umoja Coordination Service Team to DFS tier 2a production support team	24
25. Production support tickets resolved at Umoja tier 2b	1 000
Data management	
26. New product ID requests from missions processed	15 000
27. Existing material master transformed and enriched to meet technical requirements for demand planning and transportation management	40 000
28. Global VTCs with mission chiefs on SCM guidance and best practices	25

(b) Human resources requirements

		Professional category and above							*General Service and related categories*			
Temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	***Subtotal***	***Total***
Total Logistics Support Division	Apportioned 2017/18	–	1	1	8	16	–	**26**	–	–	–	**26**
	Proposed 2018/19	–	1	1	8	18	–	**28**	–	–	–	**28**
	Net change	–	–	–	–	2	–	**2**	–	–	–	**2**

(c) Justification of GTA positions

Programme coordination and oversight

1 Chief, DFS Umoja Coordination Service (D-1) (continuation)

1 Senior Programme Officer (P-5) (logistics business integration) (continuation)

1 Programme Management Officer (P-3) (ERP business readiness) (continuation)

1 Administrative Officer (P-3) (new)

33. It is proposed that the programme coordination and oversight function, comprising 1 Chief, DFS Umoja Coordination Service (D-1), 1 Senior Programme Officer (P-5) and 1 Programme Management Officer (P-3), be continued to provide overall continuous oversight and coordination functions of the Service for timely completion of projects. The D-1 position for the IPSAS/Umoja Project Management Service was operationally transferred to the Logistics Support Division in January 2017. In addition, 1 P-5 and 1 P-3 GTA positions from the Galileo decommissioning project (UE2-SCM phase 1) are requested for continuation. In the 2018/19 period, 1 additional Administrative Officer (P-3) position is requested to provide administrative management support in view of the expanded portfolio of projects compared to the previous period.

34. The programme coordination and oversight function of the DFS Umoja Coordination Service is responsible for providing programme management, internal coordination and administrative oversight of multiple deployments and multiple cross-project functional teams under the oversight of the Service. The function ensures the prioritization and allocation of shared resources to the various Umoja deployment activities that have an impact on all field missions. The function engages with stakeholders and senior management on behalf of the Umoja process owner for logistics to ensure proper collaboration across the Organization for the Umoja functionalities being deployed, and to ensure that DFS requirements are represented

in all new Umoja functionalities and/or technical enhancements introduced. The function also reviews budget submissions, manages allotted funds, monitors project implementations and stabilization, coordinates responses to internal and external oversight bodies and end-to-end management of staffing resources for the DFS Umoja Coordination Service. The function is responsible for providing overall direction and overseeing various third-party financial agreements and contracts that provide specialist support for various deployments.

35. The continuation of the GTA positions for the programme coordination and oversight function is required to support the intense schedule of development and deployment of critical UE2 functionalities in the 2018/19 period. The Chief, DFS Umoja Coordination Service (D-1) is required to (a) provide a senior leadership-level point for coordination with key stakeholders, including United Nations legislative and oversight bodies, senior management in the Secretariat, field missions, offices away from Headquarters, Umoja process owners, steering committees and project boards, in order to ensure successful deployments; (b) provide strategic direction, programme management and leadership to the DFS Umoja Coordination Service; (c) validate the business case for ongoing Umoja developments, deployments and key decisions for DFS and the Umoja logistics process owner; (d) ensure stakeholder buy-in and collaboration during project initiation, mobilization and sustainment of business readiness activities for deployment and stabilization; and (e) coordinate risk mitigation and crisis response and management on behalf of DFS and the Umoja logistics process owner with respect to all UE2 projects that have an impact on field missions.

36. Continuation of the Senior Programme Officer (P-5) is required in order to (a) provide day-to-day programme management and operational oversight for the workstreams and deployment activities that are supported by the DFS Umoja Coordination Service; (b) prioritize and allocate resources among the various deployment activities to ensure optimum utilization of resources; (c) integrate and/or coordinate the activities of various workstreams with Umoja and senior suppliers, such as consultant or UNOPS resources; and (d) provide oversight to various financial agreements that provide external specialist support to the various deployments.

37. The existing P-3 GTA position in the programme coordination and oversight function is required to be extended and augmented by an additional 1 P-3 GTA position. Currently, the Programme Management Officer (P-3) in the function is responsible for all programme administration, programme reporting, audit response and contract oversight activities. In view of the increased portfolio of projects and intensity of Umoja's deployment schedule in the 2018/19 period, the additional P-3 GTA position is required to support the increased workload in finance, budget, human resource administration, risk management and Project Board activities.

Solution design

2 Programme Management Officers (P-4) (ERP business readiness) (continuation)

2 Information Systems Officers (P-4) (ERP business analyst) (continuation)

1 Information Systems Officer (P-4) (ERP business analyst) (continuation)

2 Programme Management Officers (P-3) (ERP business readiness) (continuation)

3 Information Systems Officers(P-3) (ERP business analyst) (continuation)

1 Information Systems Officer (business process expert) (continuation)

38. The Solution Design Team includes the continuation of 8 GTA positions (5 P-4 and 3 P-3) for the planning and design phase of the UE2-SCM (phases 2-3) project

and the continuation of 3 P-3 GTA positions from the Galileo decommissioning project (UE2-SCM phase 1).

39. The Team is primarily responsible for gathering business requirements for new or enhanced Umoja functionalities for the SCM project (phases 1–3) and the force planning and management project, as per the logistics process owner's mandate. It liaises with the Umoja Solution Architecture team and the business owners (Secretariat, offices away from Headquarters and other agencies and programmes currently using Umoja globally, including field missions) to ensure that business requirements are reflected in the solution. The Solution Design Team provides guidance to the Umoja functional leads in making sure that design, build and break-fix processes are aligned with business requirements. It also works closely with the Change Management Coordination Team to ensure business readiness for new solutions by defining changes/updates to the operating model, business processes, data maps, workflows, roles and responsibilities (including user access mapping) and training of DFS and field missions.

40. In addition to the projects previously mentioned, the Solution Design Team is responsible in 2018/19 period for the development of Umoja functionalities for reimbursements and payments to troop- and police-contributing countries (RAPS-force management, phase 1) and force planning (force management, phase 2), which have been approved by the Umoja Steering Committee for delivery by end-2018.

41. Within the Team's 11 GTA positions, the 5 positions at P-4 level consist of 1 Programme Management Officer as leader of the Solution Design Team, who is responsible for (a) planning and organizing the work programme for all the functionalities to be developed; (b) coordinating the integration activities with Umoja functional and technical teams and with other teams under the DFS Umoja Coordination Service, including the Testing and Quality Assurance Team, the Change Management Coordination Team and the Deployment Team; (c) optimizing the activities of various workstreams to ensure adequate resource distributing and allocating for surge activities and crisis management; and (d) monitoring and mitigating risks and issues as they arise during the solution and process development process.

42. The remaining 4 P-4 GTA positions are assigned as managers for the following 4 main development workstreams under UE2-SCM, phase 2: (a) transportation planning and management, (b) track and trace, (c) demand planning and (d) supply network planning. They are responsible for (a) leading the process for defining business requirements into process definition documents, (b) engaging with process owners, the Change Management Coordination Team to develop documentation, training materials and job aids and other communication and learning tools, (c) engaging with the data management team and the Umoja team to ensure data preparation and readiness and (d) coordinating with the quality management team to ensure that solutions achieve business sign-off.

43. The other 6 P-3 Umoja Enterprise Resource Planning Project positions of Business Analyst in the Solution Design Team are existing GTA positions that will provide business analysis capacity for the conference and event management project and RAPS. They will be responsible for (a) business engagement, (b) business process analysis, (c) documentation development, (d) provision of support to internal testing activities including the development of test scripts and scenarios, and verifying data and user ID, and (e) provide ad hoc post-deployment support. The Team will be transitioned to support the ramp down and ramp-up activities with field missions, and will ensure stabilization and post-implementation review activities, including any required assessment of system enhancements.

Quality management and testing

1 Programme Management Officer (P-4) (ERP business rea[illegible]continuation)

1 Programme Management Officer (P-3) (ERP business readiness) (continuation)

3 Information System Officers (P-3) (business process expert) (continuation)

44. The Quality Management Team consists of 5 GTA positions (1 P-4 and 4 P-3) from the DFS Galileo Decommissioning Project Team (UE2-SCM phase 1).

45. The Quality Management Team has two components: solution testing and quality assurance. The Team is responsible for the coordination of quality assurance processes across some of the UE2 projects in the 2018/19 period for DFS and field missions, including product integration testing and user verification testing, and for project documentation and archiving. The primary goal of the Team is to insure the promised quality is delivered for all products and services across all projects. It manages the collection and archiving of business requirements, ensures the validity of product integrated testing, coordinates user-verification testing and monitors post-deployment feedback and open issues, thus ensuring standardization and consistency in defining and fulfilling business requirements.

46. The 1 GTA Programme Management Officer (P-4) functions as leader of the Quality Management Team and is responsible for planning and managing the Team in testing and quality assurance process for all deployments. The 1 GTA Programme Management Officer (P-3) is responsible for organizing and coordinating all testing activities, including location, identification and training of testers, and ensuring that test scripts and test outcomes are in order. The 2 existing GTA Information System Officers (P-3) are responsible for preparing test scripts, training of testers and providing on-site support for testing activities. The remaining existing 1 GTA position of Information Systems Officer (P-3) is responsible for ensuring quality management framework for all activities under the DFS Umoja Coordination Service, including testing, deployment coordination, change management, communications and data management.

47. The Team ensures the completion of the test cycles and user acceptance testing by DFS and field missions of new Umoja functionalities that are being developed and ensures the roll-out of solutions that are scheduled to be deployed. The UE2-SCM phase 2 and force management functionalities utilize the "Agile" product development strategy, which requires repeated and iterative rounds of testing and development, hence the availability of the testing team is inseparable from the ability to develop and deploy the functionality.

Deployment coordination

3 Information System Officers (P-3) (business process expert) (continuation)

48. The Deployment Coordination Team consists of 3 continuing GTA positions (P-3) for the Galileo decommissioning project (UE2-SCM phase 1) and the deployment of UE2 projects, including SCM phase 2.

49. The Team is a critical component in the DFS Umoja Coordination Service strategy to deploy and sustain 6 major Umoja deployment activities within the 2018/19 period. It is responsible for assessing field mission readiness, resolving open issues and mitigation of risks against deadlines. It also plans and organizes data readiness and communicates change management activities for missions, including through information briefings, providing instructions, coordination of data collection, readiness exercises and rehearsals for transition to production of new Umoja solutions and functionalities. DFS has successfully used and refined the concept of a

coordination team to coordinate and support Umoja deployment activities for all field missions globally for Umoja clusters 1, 2 and 5 and the Galileo decommissioning project.

50. Deployment activities are time-consuming and administratively heavy and require extensive personal interaction and trouble-shooting with various stakeholders and missions, often outside official office hours. To ensure coverage, each of the 3 GTA Information System Officers (P-3) in the Team is assigned as the focal point for one of the three mission-groups: East Africa, West Africa or Middle East and other regions. With six major Umoja deployment activities envisaged within the 2018/19 period, the positions for deployment coordination need to be extended and continued until the deployments and stabilization activities are completed.

Change management coordination

1 Administrative Officer (P-4) (continuation)

1 Programme Management Officer(P-3) (ERP business readiness) (continuation)

1 Information System Officer (P-3) (business process expert) (continuation)

51. The Change Management Coordination Team consists of the continuing positions of 1 position (P-4) established during the 2012/13 period for the IPSAS/Umoja Project Management Service in DFS, which was operationally transferred to the Logistics Support Division in January 2017, and 2 GTA positions (P-3) for the Galileo decommissioning project (UE2-SCM phase 1).

52. The Team is responsible for 2 workstreams: training coordination and change management across all UE2 projects. The change management workstream consists of developing the change management strategy and embedding it within projects, especially those of the Solution Design Team and the Deployment and Coordination Team. The training coordination workstream consists of assessing and identifying the training needs for DFS field missions, developing training plans and programmes, and reviewing the validity of training materials to ensure the availability of up-to-date content and resources and the training of local process expert trainers who deliver mission-level training on Umoja functionality to end users. The Team oversees, and is supported by, external resources in the form of the DFS Umoja training team in Valencia, Spain.

53. The 1 GTA Administrative Officer (P-4) functions as leader of the Change Management Coordination Team, and is responsible for planning and managing its training coordination and change management workstreams for all deployments, as well as for directing and overseeing the DFS Umoja training teams. The 2 Information System Officers (P-3) are collectively responsible for developing and implementing the change management strategy, surveying and monitoring business readiness activities, ensuring the availability of reference materials for end users, and developing communications and change management activities, and user adoption monitoring.

54. In view of the intense schedule of training and change management activities needed to support six envisaged major Umoja deployment activities during the 2018/19 period, the GTA positions for the Team will need to continue until the deployments and stabilization activities are complete.

Data management and analytics

1 Programme Management Officer (P-4) (ERP business readiness) (continuation)

Data Analyst (P-3) (new)

55. The Data Management Team consists of the continuing of 1 GTA position (P-4), to be augmented in the 2018/19 period by an additional 1 position (P-3). The Team in the DFS Umoja Coordination Service is responsible for supporting and coordinating data management and conversion activities in field missions. Data management activities are supported by a team of data specialists in the Data Conversion Team, established in Brindisi with UNOPS, working under direction and supervision of the data management team.

56. Data readiness will continue to be an essential component planned Umoja deployments for the 2018/19 period. The scope of data activities encompasses cleansing, update, enrichment, conversion and load activities for Umoja deployments expected in the 2018/19 period with respect to transactional data on inventory and material movement as well as master data objects, such as material, equipment and fixed assets master data.

57. The 1 Programme Management Officer (P-4) functions as leader of the Data Management Team and is responsible for providing data management support to six major Umoja deployment activities envisaged during the 2018/19 period as well as for directing and supervising the work of the Data Conversion Team, established in Brindisi with UNOPS. In the light of the expanded portfolio of deployment activities, 1 new GTA position (P-3) is requested to (a) provide data analytics of Umoja data; (b) develop data strategies for UE2-SCM (phases 2 and 3) solutions; (c) develop the data semantic layers for business intelligence reporting in consultation with business owners; and (d) enhance the material master data. The availability, enrichment and preparation of material master records will be critical for the successful roll-out of UE2-SCM phases 2 and 3, which are highly reliant on high-quality and highly granular data that are currently not available in the system.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I Post resources	–	–	–	–	–
II Non-post resources					
GTA	–	3 737.4	4 349.2	611.8	16.4
Official travel	–	650.3	640.0	(10.3)	(1.6)
Facilities and infrastructure	–	413.4	528.6	115.2	27.9
Communications and information technology	–	4 789.0	4 415.6	(373.4)	(7.8)
Other supplies, services and equipment	–	–	10.0	–	–
Subtotal, II	–	**9 590.1**	**9 943.4**	**353.3**	**3.7**
Total	–	**9 590.1**	**9 943.4**	**353.3**	**3.7**

(e) Analysis of financial resource requirements[1]

	Cost estimates	*Variance*	
GTA	$4 349.2	$611.8	16.4%

58. Provisions are made for the proposed GTA positions for the 2018/19 period.

59. The additional requirements are due to the requested creation of 2 additional GTA positions in the 2018/19 period. The proposed positions are 1 Administrative Officer (P-3) in the Coordination Office and 1 Data Management Specialist (P-3) in the Data Management Team.

	Cost estimates	*Variance*	
Official travel	$640.0	($10.3)	(1.6%)

60. The official travel funds will be used by all workstreams in the project team. The Solution Design Team will be required to travel to client missions to identify business requirements and verify assumptions across all projects. The Quality Management Team will be responsible for organizing product integration testing and user verification testing, requiring extended support in client missions, UNLB and RSCE. As part of its change management plan, the relevant team will be asked to undertake readiness assessment visits and conduct awareness campaigns in the field, while a significant amount of the travel budget will be dedicated to deployment activities (ramp-up). Finally, part of the travel funding will be earmarked for the Data Management Team as it coordinates complex data creation and enrichment work across multiple duty stations (Headquarters, Brindisi and client missions).

61. With six major projects due for completion during the reporting period, Umoja Coordination Service staff will be required to conduct mission assessment visits. Funding under this heading will also be utilized to conduct needed change management initiatives across all projects and carry out ramp-up and stabilization phase activities. It is anticipated that utilization breakdown will be as follows: Programme Coordination and Oversight Team ($100,000), Solution Design Team ($100,000), Quality Management Team ($100,000), Change Management Team ($100,000), Data Management Team ($100,000) and Deployment Team ($140,000).

	Cost estimates	*Variance*	
Facilities and infrastructure	$528.6	$115.2	27.9%

62. A provision for office space at Headquarters is made for the GTA positions proposed for the 2018/19 period.

	Cost estimates	*Variance*	
Communications and information technology	$4 415.6	($373.4)	(7.8%)

63. An amount of $1,960,300 is proposed for 12 positions under a financial agreement with UNOPS, all located in Brindisi except for 1 position in Bangkok, against this activity, which will need to be maintained since the Data Factory Team is fully involved in both the post-Galileo decommissioning project material master creation project for UE2-SCM phase 1 and the material master enrichment/preparation project for UE2-SCM phase 2, which are planned to continue until the end of the 2018/19 period. The Team is working in close relationship with, and will

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[1] Resource variance amounts expressed in thousands of United States dollars; analysis provided for variances greater than plus or minus 10 per cent or $50,000

follow guidance from, the Umoja Coordination Service data expert (Data Management Team) and represents the DFS main data capacity.

64. An amount of $2,403,700 is proposed for 13 positions under a financial agreement with UNOPS, all located in New York, for the 2018/19 period. These resources provide project management and other technical expertise which is critical to the Umoja Coordination Service activities. The level of resources is in line with the level for the 2017/18 period.

65. An amount of $51,600 is proposed for the standard ICT equipment, supplies and services based on the rates set by OICT.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$100.0	$100.0	—

66. Increased requirements under this heading reflect the anticipated need of office supplies and internal printing costs for printing services across all projects in support of deployment and change management activities through the creation of promotional material to be distributed in client missions.

3. Field Personnel Division

(a) Results-based-budgeting framework

67. For the 2018/19 period, support for the implementation of Umoja in peacekeeping missions will consist of the continuation of the Headquarters deployment teams, which will be engaged in business readiness activities for UE1, clusters 4 and 5. UE1 covers the following functionalities: organizational and position management, benefits, time management, payroll, travel initiation, travel expenses and online booking, whereas clusters 4 and 5 involve deployment to United Nations Secretariat offices and field missions. To this end, the continuation of two Human Resources Officers (P-4) is required, as further outlined below.

68. Following the proposed establishment of the new structure as of 1 January 2019, the functions will continue to be performed within the Human Resources Services Division, Office of Support Operations, DOS.

Expected accomplishments and indicators of achievement

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Stabilize the average lead time of recruitment from the roster (number of calendar days from the closing of a job opening to selection of a candidate)	Target	48	N/A	N/A	N/A
		Estimate		48	N/A	N/A
		Actual			52	52
	(ii) Increase in the total number of women on the roster of candidates endorsed by the field central review bodies (percentage)	Target	36	N/A	N/A	N/A
		Estimate		33	N/A	N/A
		Actual			30	30

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018/19	2017/18	2016/17	2015/16
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) All stable peacekeeping operations meet the annual average incumbency rate target ranges specified in their approved budgets and deployment plans (annual average incumbency rate target ranges for international and national staff as applicable for each mission)	Target	9	N/A	N/A	N/A
		Estimate		4	N/A	N/A
		Actual			2	1

External factors

69. The demand for human resources services by clients will not exceed projected expectations. Recruitment processes for positions in networks where the new staff selection and managed mobility system has been rolled out are no longer undertaken by field missions under their delegated authority.

Outputs

70. During the 2018/19 period, the following outputs will be delivered.

Outputs	Quantity
Other services	
1. Oversight and technical guidance on the implementation of the UE1, cluster 5, travel solution for national staff and uniformed personnel	1
2. Oversight and technical guidance on the implementation of changes to the consultant/individual contractor module	1
3. Biweekly coordination meetings on the roll-out of UE1 enhancements, including testing and change management	24

(b) Human resources requirements

Temporary positions		Professional category and above							General Service and related categories			
		D-2	D-1	P-5	P-4	P-3	P-2	**Subtotal**	Principal level	Other level	**Subtotal**	**Total**
Total Field Personnel Division	Apportioned 2017/18	–	–	–	2	–	–	**2**	–	–	–	**2**
	Proposed 2018/19	–	–	–	2	–	–	**2**	–	–	–	**2**
	Net change	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of GTA positions

Field Personnel Division

Umoja human resources support

Continuation of 2 GTA positions

2 Human Resources Officer (P-4) (continuation)

71. Temporary capacity will need to be continued in Headquarters through the 2018/19 period for post-deployment support of UE1, clusters 4 and 5 (including the implementation of key enhancements for the field, such as danger pay and interface

between Umoja and Inspira), the deployment of the travel solution for national staff and uniformed personnel, implementation of changes to the consultant/individual contractor functionality, International Civil Service Commission/Umoja-related changes in functionality, the development and deployment of UE2, and preparations for the SAP upgrade which will have an impact on all human resources functionalities. GTA positions in the Division will provide support for change management in the field, the implementation of a strategic planning and performance management framework, training design, delivery and certification for field human resources personnel, delivery of human resources technical support to DFS-supported field entities through the Division's operational support desk and coordination of field involvement for testing of new or enhanced capabilities.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	–	–	–	–	–
II. Non-post resources					
GTA	–	318.1	346.8	28.7	9.0
Facilities and infrastructure	–	31.8	31.8	–	–
Communications and information technology	–	3.0	3.6	0.6	20.0
Other supplies, services and equipment	–	–	–	–	–
Subtotal, II	–	**352.9**	**382.2**	**29.3**	**8.3**
Total	–	**352.9**	**382.2**	**29.3**	**8.3**

	Cost estimates	*Variance*	
GTA	$346.8	$28.7	9.0%

72. Provisions are made for the proposed GTA positions for the 2018/19 period.

	Cost estimates	*Variance*	
Facilities and infrastructure	$31.8	–	–

73. A provision for office space at Headquarters is made for the GTA positions proposed for the 2018/19 period.

	Cost estimates	*Variance*	
Communications and information technology	$3.6	$0.6	20.0%

74. An amount of $3,600 is proposed for the standard ICT equipment, supplies and services based on the rates set by OICT.

4. Office of Programme Planning, Budget and Accounts

(a) Results-based-budgeting framework

75. The Peacekeeping Financing Division will continue to provide leadership and guidance on the financial and budgetary aspects of Umoja for field entities, including

by providing ongoing support of the transition of peacekeeping assets and inventory into Umoja, leading the budget formulation project for implementation in field entities and providing support for financial and budgetary integration on all related projects, including Umoja reimbursements and RAPS, implementing partners and travel in the field.

76. The Accounts Division will provide guidance and assistance on the IPSAS-compliant accounting of fixed assets and inventory. For self-constructed assets, the Division will start to phase out standard cost methodology and implement actual cost methodology.

77. The Insurance and Disbursement Service will continue to coordinate and support the payroll operations of peacekeeping missions and serve as Umoja focal point for all updates and implementations. The Service will also continue to serve staff covered under the medical insurance plan of the peacekeeping missions in compiling the eligibility file and handling eligibility issues and queries. The role of the Service with regard to payroll operations and the medical insurance plan for local staff members has changed with the implementation of Umoja. The Payroll and Disbursement Section continues to take additional responsibility for international staff danger pay and overall coordination of payroll for international and national staff and uniformed personnel payroll. The Section also coordinates with Umoja all necessary enhancements and fixes for these groups. In addition, the Health and Life Insurance Section continues to take additional responsibility for medical insurance plan coverage, the eligibility file and eligibility issues and queries, and coordinates with Umoja on necessary enhancements and fixes for the medical insurance plan.

78. In the Treasury, the implementation of Umoja has permanently changed the way payments and payroll are processed in the United Nations. Banking data maintenance and control have also been affected by Umoja. In Umoja, all cross-border and domestic United States dollar payments and payroll are now centrally processed by the Treasury at Headquarters, and all changes to banking instructions are approved by the Treasury on behalf of all United Nations offices, including peacekeeping missions, offices away from Headquarters and the regional commissions. This has resulted in increased efficiency and improved internal controls in payment processing. However, this important change has led to a significant workload increase in the Treasury at Headquarters, with a corresponding decrease of the payment-processing workload in other United Nations offices which were processing these payments previously. Currently, the Treasury processes approximately 40 per cent of all Umoja payments, including all regular and off-cycle payroll payments, an increase of approximately 120 per cent in payment volume compared with the pre-Umoja period. In addition, the Treasury is responsible for the approval of changes to risk-management procedures, resulting in an additional shift of workload to the Treasury.

79. Following the proposed establishment of the new structure as of 1 January 2019, the functions of the P-4 Finance and Budget Officer will continue to be performed within the Field Operations Finance Division, Office of Finance and Budget, DMSPC. Following the proposed establishment of the new structure as of 1 January 2019, the functions of 1 Finance Officer (P-4), 2 Benefit Assistants (GS (OL)) and 3 positions in Treasury (1 P-3 and 2 GS (OL)) will continue to be performed within the Finance Division, Office of Finance and Budget, DMSPC. The functions of 2 Payroll Officers (P-3) and 1 Payroll Assistant (GS (OL)) will be performed within the framework of the global shared service centres.

Expected accomplishments and indicators of achievement

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*				
			2018/19	*2017/18*	*2016/17*	*2015/16*
(a) Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	(i) Provide process owner management of the Umoja strategic planning, budget formulation and performance management project, including process design and approval, testing, training and reporting to legislative bodies	Target	1	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
(b) Increased efficiency and effectiveness of peacekeeping operations	(i) Support deployment of financial and budgetary aspects of all UE2 projects, including the Umoja solution for individual uniformed personnel, RAPS, and asset and inventory functionalities	Target	12	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(ii) Queries from payroll centres catering to national staff and individual uniformed personnel are answered within 3 business days	Target	3	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iii) Queries on MIP eligibility issues for national staff answered within 3 business days	Target	3	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A
	(iv) 90 per cent of headquarters payments are processed for international staff in field missions within 30 working days of the receipt of supporting documentation	Target	90	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

Outputs

80. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Other services	
Accounting service	
1. Financial analysis reports on fixed assets and inventory	12
2. Queries on asset accounting answered within 3 business days	1
Treasury service	
3. Processing of 30,000 monthly salary payments for staff in peacekeeping missions	360 000
Other substantive activities	
Deployment	
4. Introduction of new budget process to all peacekeeping funded entities, including missions, Headquarters and related support entities	1
5. Briefings and workshops with missions, Headquarters and related support entities on budget formulation deployment and UE2 deployment activities (awareness briefings, training, process updates, implementation updates)	3
6. Set-up of focal point in each entity for deployment to update all financial and budgetary issues throughout cycle (predeployment, budget formulation, budget consideration by legislative bodies, budget approval and implementation)	15

Outputs	*Quantity*
Engagement with stakeholders	
7. Briefings provided to budget formulation process owner (Controller) and steering committee	3
8. Internal coordination with Umoja, DFS and other stakeholders, including Programme Planning and Budget Division and voluntarily funded entities, on matters of harmonization and design approval	26
Training	
9. On-site training of budget formulation users in missions, including substantive offices, support components and budget and finance teams and support entities, to develop budgets in line with budget instructions of Controller	15
10. On-site training to budget formulation users in Headquarters and related support entities to develop budgets in line with budget instructions of Controller	5
11. Train local process expert focal points in budget formulation and budget-related aspects of other UE2 projects in each entity to improve level of expertise in budget formulation across all entities, including cross training in all processes between OPPBA and missions	15
12. Training to all budget formulation users on reporting required for legislative bodies hearings and considerations	300
Change management	
13. Implementation of unified system for budget formulation, with harmonized budget processes, where possible, across multiple funding sources	1
Testing	
14. Undertake testing of all budget formulation processes, including product integration testing and user verification testing, in particular at multiple locations and including mission staff in testing and verification process	1
Product support	
15. Production support for local process experts and end users in budget formulation supported through briefings, job guides and instructions via VTC or WebEx	1
16. Production support tickets resolved at Umoja tier 2b for budget formulation and all other budgetary related aspects of UE2 and Umoja ECC and business intelligence	1

(b) Human resources requirements

		Professional category and above							*General Service and related categories*			
Temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	***Subtotal***	***Total***
Total OPPBA	Apportioned 2017/18	–	–	–	2	3	–	**5**	–	5	**5**	**10**
	Proposed 2018/19	–	–	–	2	3	–	**5**	–	5	**5**	**10**
	Net change	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of GTA positions

Peacekeeping Financing Division

Umoja Coordination

Continuation of 1 GTA position

1 Finance and Budget Officer (P-4) (continuation)

81. The continued funding of 1 Finance and Budget Officer (P-4) is proposed for the period 2018/19. The proposed Finance and Budget Officer would coordinate the role of the Peacekeeping Financing Division in the implementation of the UE budget formulation module and support the financial and budgetary aspects of the other UE2

projects. The Finance and Budget Officer would coordinate the Peacekeeping Financing Division review and approval of process design and implementation, testing and training.

82. The Finance and Budget Officer will be responsible for internal training to the Peacekeeping Financing Division, who will be the process experts and process owners of the new budget formulation module for all peacekeeping missions and related support entities. In addition, the Finance and Budget Officer will be responsible for coordinating the Division in delivering training and guidance on the implementation of the new functionality to end users within the missions and support entities, including the training of local process experts in each mission.

83. In addition, the Finance and Budget Officer will coordinate with Umoja to provide resourcing for the design and testing of the various processes and reports that will form part of the budgetary reports and supplementary information for the legislative bodies in their consideration of the budget proposals.

84. Furthermore, the Finance and Budget Officer will provide production support assistance at the Umoja tier 2B level for budget formulation and all other budgetary issues for other modules, including travel, supply chain, inventory and assets and all other UE2 projects.

Accounts Division

Umoja coordination

Continuation of 1 GTA position

1 Finance Officer (P-4) (continuation)

85. The continued funding of 1 Finance Officer (P-4) is proposed for the fiscal period 2018/19. After the migration from Galileo and recognition of all assets in Umoja in peacekeeping operations, it became apparent that more coordination and support for effective transition and additional capacity-building are required.

86. The proposed Finance Officer will elevate the issues ranging from post-Galileo stabilization activities to a much-needed improvement in materials records, inventory and assets valuations and financial reporting. This will include participating in efforts to ensure selection of the correct materials in shopping carts, reviewing moving average prices in inventory and taking corrective action, assessing standard cost applied to costs associated with acquisition of inventory and assets, and defining effective asset reports.

87. In addition, the Finance Officer will coordinate with missions to support the recording of self-constructed assets using actual costs for the first time, commencing in July 2018. Significant coordination, training and support will be required to ensure knowledge transfer and accurate recording of costs for capitalization of assets.

88. Furthermore, the Finance Officer will coordinate with the peacekeeping accounts teams, central accounts teams, the Umoja team and other process owners to implement changes to systems and processes assessed as requiring changes resulting not only from the post-Galileo experience but also from amendments to existing systems and processes related to financial reporting.

Payroll coordination

Continuation of 3 GTA positions

2 Payroll Officers (P-3) (continuation)

1 Payroll Assistant (GS (OL)) (continuation)

89. The continued funding of 1 Payroll Officer (P-3) is proposed for the financial period 2018/19. The Payroll and Disbursement Section is directly responsible for the administration of the payroll and benefits payments of over 15,000 staff members, including all international staff in field missions as well as all Headquarters-based staff, including positions funded from the support account. Approximately 6,000 payments of the local portion of field mission staff salaries, which were previously fully handled by the respective missions, are now mostly handled directly by the Section.

90. Similarly, the payment of a number of entitlements, such as danger pay and entitlement travel, has now moved under the centralized responsibility of the Headquarters payroll team. While the implementation of the Umoja payroll resulted in overall efficiency gains, it shifted a significant workload to the Headquarters payroll team to support the international staff of field missions and created a recurring requirement to reinforce the Headquarters payroll team. In this context, the Payroll Officer will continue to serve, coordinate and supports the payroll operations of peacekeeping missions and to serve as Umoja focal point for all updates and implementations.

91. The continuation of 1 Payroll Officer (P-3) in the Payroll and Disbursement Section is required to reflect the shift of workload from field missions to Headquarters as the result of Umoja cluster 5 implementation on 1 November 2016. This shift is also reflected in the benefits realization documents.

92. With the implementation of cluster 5, approximately 12,500 local staff and more than 8,000 Uniformed personnel in field missions will start to be fully administered in Umoja. Before cluster 5, each mission had resources dedicated to manually maintain and administer payroll data in a separate instance of the legacy Progen system. Following cluster 5, the task of administrating payroll has shifted to RSCE and the Kuwait Joint Support Office, and the task of global coordination and support for payroll functions within Umoja has become the responsibility of the Headquarters payroll team.

93. The Payroll Officer will continue to be responsible for the overall coordination of payroll runs in Umoja, establishing with each payroll team and mission the required pay dates and resulting payroll run dates for both regular payroll and off-cycle payroll runs. The Officer will also coordinate the support to the Kuwait Joint Support Office and RSCE payroll teams, liaising with the technical Umoja team, as necessary, and maintaining standard operating procedures applicable to mission personnel payroll.

94. The Payroll Assistant (GS (OL)) in the Payroll and Disbursement Section will continue to assist the Payroll Officer in the overall coordination of payroll runs in Umoja, establishing with each payroll team and mission the required pay dates and resulting payroll run dates for both regular payroll and off-cycle payroll runs. The Payroll Assistant will also prepare monitoring reports across all payroll areas.

Mission insurance plan

Continuation of 2 GTA positions

2 Benefit Assistants (GS (OL)) (continuation)

95. With the implementation of cluster 5, approximately 12,500 local staff in field missions will have their insurance under the medical insurance plan directly administered in Umoja. Before cluster 5, each mission had resources dedicated to manually maintain an eligibility file of insured staff and dependants to be transmitted to the insurance carriers every month. Following cluster 5, maintaining an eligibility file is no longer required for each field mission and the Headquarters Health and Life Insurance Section will prepare a single centralized file for all field missions and offices.

96. The 2 Benefit Assistants positions will continue to compile the file and handle eligibility issues and questions for approximately 60,000 staff and insured dependants. Without this addition to the resources of the Section, its capacity to address eligibility and coverage issues will be severely restricted, leading to coverage and care access issues in the field missions.

97. Under the support account, the Section is presently supported by 1 Benefits Officer post (P-4) and 3 Benefits Assistants (GS (OL)), as well as 1 GTA position (GS (OL)). The 2 requested positions are responsible for servicing all staff in peacekeeping operations, handling enrolment requests, responding to queries from staff, family members and administrative offices, resolving issues with insurance carriers, processing death claims for life insurance and following up the status of claims. They are also responsible for servicing insured retirees, including a growing number of former local and international staff who retired from peacekeeping funded positions.

Treasury

Cashier

Continuation of 3 GTA positions

1 Finance Officer (P-3) (continuation)

2 Treasury Assistant (GS (OL)) (continuation)

98. The Treasury executes approximately 430,000 payments per year for payroll and vendor payments. In addition, the Treasury centrally replenishes over 140 Umoja house banks. These 3 GTA positions are critical for the continuing operations of the Treasury and these functions are considered to be of continuing nature as a result of shifting of workload. These positions are instrumental in ensuring payroll processing and in-time replenishment of bank accounts for all peacekeeping operations.

99. The strategic role of Treasury in mitigating risk has been continued with the global payment model of Umoja, which has resulted in a significant increase in the payment volume at the Treasury and requires stronger controls to mitigate loss. The volume fluctuates from month to month, with the Treasury processing approximately 190 per cent to 220 per cent of the pre-Umoja payment volume. This increased workload cannot be absorbed by the existing staffing level. The controls required cannot be fully in place within the existing staffing, which makes these 3 GTA positions of the utmost importance for Treasury operations. In 2015, 3 GTA positions (1 P-3 and 2 GS (OL)) were created and the staff are responsible for payment processing, cash management and banking data maintenance.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	Apportionment (2017/18)	Cost estimates (2018/19)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I Post resources	–	–	–	–	–
II Non-post resources					
GTA	–	1 120.0	1 180.2	60.2	5.4
Facilities and infrastructure	–	159.0	159.0	–	–
Communications and information technology	–	15.0	18.4	3.4	22.7
Subtotal, II	–	**1 294.0**	**1 357.6**	**63.6**	**4.9**
Total	–	**1 294.0**	**1 357.6**	**63.6**	**4.9**

	Cost estimates	*Variance*	
GTA	$1 180.2	$60.2	5.4%

100. Provisions are made for the proposed GTA positions for the 2018/19 period.

	Cost estimates	*Variance*	
Facilities and infrastructure	$159.0	–	–

101. A provision for office space at Headquarters is made for the GTA positions proposed for the 2018/19 period.

	Cost estimates	*Variance*	
Communications and information technology	$18.4	$3.4	22.7%

102. An amount of $18,400 is proposed for the standard ICT equipment, supplies and services based on the rates set by OICT.

5. Office of Human Resources Management

(a) Results-based-budgeting framework

103. Resources in OHRM continue to be required for Umoja enhancements and stabilization in the field. While in 2016 and 2017 the focus was on Umoja cluster 5 deployment support and the design and implementation of the new compensation package for the Secretariat, including field operations, the requirements for the 2018/19 period will focus on key functionalities for field operations that were not deployed as part of Umoja clusters 4 and 5.

104. In particular, OHRM has identified the following Umoja functionalities to be enhanced, redesigned or developed: danger pay solution, bulk contract extension, manager self-service for contract renewal (including electronic signature), employee self-service access and role design for non-staff, time management solution and roles, and document management in Umoja. Business intelligence for human resources is also an area where OHRM is supporting the Division in the design and development of reports required by field operations.

105. Following the proposed establishment of the new structure as of 1 January 2019, the functions will continue to be performed within the Global Strategy and Policy Division, Office of Human Resources, DMSPC.

Expected accomplishment and indicator of achievement

			Performance measures			
Expected accomplishment of the Secretariat	*Indicator of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Enhancement of 6 Umoja human resources functionalities are completed (percentage)	Target	100	N/A	N/A	N/A
		Estimate		N/A	N/A	N/A
		Actual			N/A	N/A

External factors

106. The capacity of external vendor may have an impact on the timeliness of enhancements to Umoja.

Outputs

107. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Other services	
1. Umoja production support for implementation of new common system compensation package applicable to all internationally-recruited staff members based in the field (enhancements and adjustments)	30
2. Umoja production support for streamlined, simplified and modernized human resources policy framework applicable to the field	30
Other substantive activities	
Training	
3. New and revised job aids and communication on administration of personnel based in the field	30
4. Umoja compliance analysis	20

(b) Human resources requirements

		Professional category and above							*General Service and related categories*			
Temporary positions		*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	***Subtotal***	***Total***
Office of Human Resources Management	Apportioned 2017/18	–	–	–	2	–	–	**2**	–	1	**1**	**3**
	Proposed 2018/19	–	–	–	2	–	–	**2**	–	1	**1**	**3**
	Net change	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of GTA positions

Global Strategy and Policy Division

Umoja coordination

Continuation of 2 GTA positions

2 Human Resources Officers (P-4) (continuation)

108. The 2 Human Resources Officers (P-4) representing the process owner for Umoja human resources functionalities will work closely with the Division in defining the business requirements, drafting the functional specifications documents/change control board documents, coordinating solution design and development with the Umoja functional team, coordinating and overseeing testing, updating role descriptions and mapping (if required), developing training materials/job aids, communication, delivering train-the-trainer sessions, providing support and coordinating roll-out.

Umoja tier 2B support

Continuation of 1 GTA position

1 Human Resources Assistant (GS (OL)) (continuation)

109. The GS (OL) position will continue to provide Umoja tier 2B production support, to assist in the testing of new or enhanced functionalities for field operations and to contribute to the development and delivery of training to the field.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	–	–	–	–	–
II. Non-post resources					
GTA	–	400.2	426.0	25.8	6.4
Facilities and infrastructure	–	47.7	47.8	0.1	0.2
Other supplies, services and equipment	–	4.5	5.6	1.1	24.4
Subtotal, II	–	**452.4**	**479.4**	**27.0**	**6.0**
Total	–	**452.4**	**479.4**	**27.0**	**6.0**

	Cost estimates	*Variance*	
GTA	$426.0	$25.8	6.4%

110. Provisions are made for the proposed GTA positions for the 2018/19 period.

	Cost estimates	*Variance*	
Facilities and infrastructure	$47.8	$0.1	0.2%

111. A provision for office space at Headquarters is made for the GTA positions proposed for the 2018/19 period.

	Cost estimates	Variance	
Communications and information technology	$5.6	$1.1	24.4%

112. An amount of $5,600 is proposed for the standard ICT equipment, supplies and services based on the rates set by OICT.

6. Office of Central Support Services

(a) Results-based-budgeting framework

113. OCSS will continue to provide support to DFS and field operations by developing policy and training material on material master fata. It will provide guidance to staff on standard material master description and related functional roles.

114. OCSS, in coordination with DFS, supported the decommissioning of Galileo, which has increased material master operations and highlighted the importance of ensuring the integrity and consistency of data, making it critical to develop policy, training material and a delegation framework to achieve this.

115. OCSS will aid DFS and field operations through the establishment of guidelines on the calculation and processing of lump-sum travel entitlements with the aim of reducing overpayments, thereby achieving savings and compliance with internal and audit and JIU recommendations.

116. Following the proposed establishment of the new structure as of 1 January 2019, the functions of 3 Management Analysts (1 P-4 and 2 P-3) will continue to be performed in the Field Operations Finance Division, Office of Finance and Budget of DMSPC, and functions of 1 Travel Assistant (GS (OL)) will continue to be performed in the Division of Administration, DOS.

Expected accomplishment and indicators of achievement

			Performance measures			
Expected accomplishment of the Secretariat	*Indicators of achievement*		*2018/19*	*2017/18*	*2016/17*	*2015/16*
(a) Increased efficiency and effectiveness of peacekeeping operations	(i) Training on material master data for DFS personnel involved in the input of material items in Umoja	Target	1	N/A	N/A	N/A
		Estimate		1	N/A	N/A
		Actual			N/A	N/A
	(ii) Responses to requests on guidance on the processing of lump-sum entitlements	Target	100	N/A	N/A	N/A
		Estimate		100	N/A	N/A
		Actual			N/A	N/A

Outputs

117. During the 2018/19 period, the following outputs will be delivered.

Outputs	*Quantity*
Other services	
1 Establishment of methodology for semi-annual update of review of established lump-sum entitlements for city pairs	250
2 Create documents on concepts related to the application of global material master (and service master) specific to United Nations	1

	Outputs	*Quantity*
3	Create policy documents for decisions currently documented only by their status in Umoja configuration	1
4	Document procedures for DM auditing of material and service master activities by DFS/Logistics Support Division	1

(b) Human resources requirements

Temporary positions		*Professional category and above*							*General Service and related categories*			
		D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	***Subtotal***	*Principal level*	*Other level*	***Subtotal***	***Total***
Total OCSS	Apportioned 2017/18	–	–	–	1	2	–	**3**	–	1	**1**	**4**
	Proposed 2018/19	–	–	–	1	2	–	**3**	–	1	**1**	**4**
	Net change	–	–	–	–	–	–	–	–	–	–	–

(c) Justification of GTA positions

Property Management Unit

Umoja master data catalogue

Continuation of 3 GTA positions

1 Property Management Officer (P-4) (continuation)

2 Property Management Officer (P-3) (continuation)

118. The current staffing establishment of the Umoja master data catalogue team under the Property Management Unit consists of 3 Property Management Officers (1 P-4 and 2 P-3).

119. The Unit is responsible for managing the Umoja-related activities on material master data for OCSS by providing guidance on policies, processes and procedures related to equipment, inventory and property and fixed asset master data. It ensures that data on equipment and inventory is collected in accordance with IPSAS requirements, among other functions. Since the decommissioning of Galileo in late 2017, all material master-related work has expanded dramatically now that it incorporates all materials required in the field. In the short term, a number of measures are required to remediate some issues that were not fully addressed when Galileo was decommissioned and field material requirements have been taken up in Umoja.

120. Even though the bulk of the workload is being handled by a distributed team in DFS and the missions, following the delegation of authority to the Director of the Logistics Division in DFS for the operational task of material master management, which was issued in 2017 by the Assistant Secretary-General for Central Support Services, there remains a dramatic increase in the workload of the above-mentioned OCSS resources, also involving others in the Property Management Unit, to perform the OCSS responsibilities of the governance of material master management. These 3 positions will still be required on an ongoing basis for material master governance functions, even in steady-state or maintenance circumstances dealing with ongoing product-line updates, additions and retirements, etc. The addition of materials required for field operations has increased material types by about 5 to 10 times. In other words, somewhere between 80 and 90 per cent of all material types are found in the field.

121. In this context, it is proposed that these resources continue to be funded.

Travel and Transportation Section

Umoja travel lump-sum and shipments

Continuation of 1 GTA position

1 Travel Assistant (GS (OL)) (continuation)

122. The Travel and Transportation Section requires 1 full-time staff member (GS (OL)) to develop and maintain guidelines and provide training on the processing of lump-sum entitlement amounts for staff members on home leave, family visit or education grant travel from peacekeeping missions. In 2016 and 2017, the volume of staff members at peacekeeping missions opting for lump-sum amounts totalled over 4,900.

123. In addition, the Travel Assistant will be involved in the development of a standardized methodology for computing lump-sum amounts for rest and recuperation travel for staff members at peacekeeping missions, which was undertaken by nearly 23,800 personnel in 2016 and 2017. This will also include providing recommendations on amounts and reviewing them periodically with OHRM and relevant staff members in field operations.

124. The standardization of processing these entitlements will provide a consistent approach in application and interpretation of official United Nations travel policy, thereby yielding an overall benefit to the Organization. It is also expected to provide an increase in the uptake of the lump-sum option, which will provide cost savings in travel budgets at peacekeeping missions.

125. An internal audit (reference AH2012/510/01-5) found that lump-sum entitlements payable to staff members were on average 30 per cent lower than the total estimated costs of United Nations-arranged travel. However, for individual routes, lump-sum entitlements ranged from 133 per cent below to 19 per cent above the total estimated travel costs. As the Section is the global process owner for travel and consolidates and negotiates global travel agreements with airlines, its involvement in the standardization of lump-sum calculations will eliminate the variance noted with regard to individual travel routes.

(d) Financial resource requirements

(Thousands of United States dollars)

	Expenditure (2016/17)	*Apportionment (2017/18)*	*Cost estimates (2018/19)*	*Variance*	
				Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I Post resources	–	–	–	–	–
II Non-post resources					
GTA	–	526.1	544.8	18.7	3.6
Facilities and infrastructure	–	63.6	63.6	–	–
Communications and information technology	–	106.0	7.4	(98.6)	(93.0)
Subtotal, II	–	**695.7**	**615.8**	**(79.9)**	**(11.5)**
Total	–	**695.7**	**615.8**	**(79.9)**	**(11.5)**

	Cost estimates	*Variance*	
GTA	$544.8	$18.7	3.6%

126. Provisions are made for the proposed GTA positions for the 2018/19 period.

	Cost estimates	*Variance*	
Facilities and infrastructure	$63.6	$63.6	–

127. A provision for office space at Headquarters is made for the GTA positions proposed for the 2018/19 period.

	Cost estimates	*Variance*	
Communications and information technology	$7.4	($98.6)	(93.0%)

128. An amount of $7,400 is proposed for the standard ICT equipment, supplies and services based on the rates set by OICT.

Annex XX

Summary of follow-up action taken to implement requests of the General Assembly in its resolutions 70/287 and 71/295, requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and recommendations of the Board of Auditors

A. General Assembly

Resolution 70/287

Decision request	*Action taken to implement decision request*
Recalls paragraphs 11, 13 and 18 of the report of the Advisory Committee, emphasizes that support functions should be scalable to the number, size and scope of peacekeeping operations, and in this regard requests the Secretary-General to present, at the second part of the resumed seventy-second session of the General Assembly, a comprehensive review of the support account to ensure that the support account broadly corresponds to the evolving mandate, number, size and complexity of peacekeeping missions and to the implementation of organizational transformation initiatives. (para. 10)	In accordance with the request by the General Assembly, the Secretariat has undertaken a comprehensive review of the support account, the results of which are presented separately to the Assembly.

Resolution 71/295

Decision request	*Action taken to implement decision request*
Requests the Secretary-General to streamline his report on the support account submitted for consideration by the General Assembly, making it more strategic and analytical, and encourages the increased use of tables and graphics. (para. 10)	In accordance with the request by the General Assembly, the present report has been streamlined by highlighting the main issues upfront with increased use of tables and analytical graphics. In line with budget reports for peacekeeping missions, the analysis of financial information is now focused on variances and post requirements have been made more concise.

B. Advisory Committee on Administrative and Budgetary Questions

(A/71/883)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee notes that a number of the general temporary assistance leave replacements were utilized for other purposes, such as for peak time replacement and other administrative purposes. The Committee stresses that general temporary assistance leave replacements should be used for their intended purposes only. (para. 19)	All provisions for short-term GTA positions made for the 2018/19 period are for leave replacement purposes, except for those specified in the Office of the Under-Secretary-General for Field Support and OCSS.
The Advisory Committee reiterates that reliance on the use of external consultants should be kept to an absolute minimum and that the Organization should use its in-house capacity to perform core activities or to fulfil functions that are recurrent over the long term or are related to policy matters. (para. 20)	The use of consultants is being minimized and consultants are engaged only under certain circumstances, when it is deemed necessary and efficient, including to provide expertise in areas in which the Secretariat lacks specialized technical skills; carry out independent assessment and evaluation of the Organization; train staff to build specific capacities; and bridge short-term specific requirements. On consultant requirements for the ongoing implementation of SCM, DFS is taking the necessary measures to ensure that this expertise is being used to develop and sustain in-house capacity.
In this connection, the Advisory Committee encourages the Secretary-General to comply with General Assembly resolution 67/254 A with respect to the standards of accommodation for air travel, including the 16-day advance booking of tickets. The Committee also reiterates that greater emphasis on the utilization of videoconferencing, full application of the rules on the use of economy-class travel for all training-related and knowledge-sharing activities, the further review of the number of staff travelling on each trip and the possibility of combining trips, could yield further efficiencies and keep the growing cost of official travel under control, while ensuring the full implementation of mandated activities. (para. 22)	Travel requirements in the proposed budget for the support account for the 2018/19 period have been budgeted in line with the relevant resolutions on air travel. The Secretariat strives to keep official travel cost to the minimum. The Secretariat has sought, wherever possible and reasonable, to leverage available technologies to advance its mandates. The Secretariat and field operations use teleconferencing or VTC facilities for its regular meetings with staff in the field. Concerted efforts between staff, departments and executive offices have been made to ensure compliance with the 16-day advance booking requirements and other provisions of administrative instruction ST/AI/2013/3. Each trip is carefully reviewed to ensure that only essential staff travels, and that trips are combined when possible to gain efficiency. In March 2015, the heads of DPKO and DFS issued a code cable on the application of administrative instruction ST/AI/2013/3, reminding field missions that air travel for participation in training, learning and development activities shall be in economy class.

Request/recommendation	*Action taken to implement request/recommendation*
	However, regional, political, operational and security environments in peacekeeping operations remain difficult and volatile, which will continue to require unplanned travel owing to unforeseen events since the nature of the work required is often unpredictable.
With respect to the vacancy rate for reassigned posts/positions, the Advisory Committee is of the view that reassignments involve a change of functions and should be considered equivalent to the abolishment of a current post and establishment of a new post, and that they are therefore subject to procedures applicable to new posts with respect to, inter alia, the requirement for full justification of their functions, the recruitment and selection process and the application of a vacancy factor of 50 per cent in the first year of their establishment. (para. 25)	In accordance with the view of ACABQ, salary provisions for proposed reassignments of posts/positions have been calculated with the application of a vacancy factor of 50 per cent.
While the Advisory Committee acknowledges that co-location would facilitate integrated decision-making and effective performance of core peace and security functions, the Committee is of the view that co-location should also result in savings from efficiency gains and lead to resource reductions, and encourages the Secretary-General to include information in this regard in his next report. The Committee also encourages the Secretary-General to explore more co-location options, where applicable, for enhanced collaboration between departments and offices. The Committee will revert to this matter in the context of the proposed programme budget for the biennium 2018–2019. (para. 43)	On 3 January 2017, the Secretary-General announced his decision to co-locate the regional divisions of DPA and DPKO, as well the Support Team for UNSOS in DFS. The objective of the co-location was to facilitate more effective and integrated decision-making process and implementation of decisions. In line with the Secretary-General's vision, this initiative involved more than the sharing of space and aimed at pooling internal perspectives more dynamically in order to overcome silos and fragmentation and generate improved policies and products, ultimately benefiting the backstopping of the field. Since the co-location simply brought regional divisions into the same or adjacent office space, it did not result in any savings or post or non-post reductions, nor did it have any impact on the reporting lines or functions of the relevant divisions. The Secretary-General's peace and security reform proposal envisages a stronger level of integration. The proposed restructuring would merge the DPKO and DPA regional divisions, creating new integrated regional divisions with responsibility for the entire range of political and operational engagements on peace and security issues.
The Committee was informed upon enquiry that the Office intends to right size its vehicle fleet based on operational requirements. The Committee looks forward to the results of the review of the vehicle fleet of the United Nations Office to the African Union. (para. 48)	UNOAU has rightsized its vehicle fleet over the years, rationalized on the basis of operational requirements. The fleet was reduced from 46 to 34 as of January 2011 and to 25 as of July 2012. A further reduction to 17 was made as of July 2015.
The Advisory Committee considers that the different rate structures for information technology services provided by the Department of Field Support and the Department of Management should be reviewed. (para. 50)	DFS and DM have been working together to harmonize the different rate structures for ICT services. As a result, a global ICT rate card for enterprise applications was developed for the 2017/18 budget preparation.

Request/recommendation	*Action taken to implement request/recommendation*
In addition, the Advisory Committee notes that there are 53 GS (OL) posts in the Field Personnel Division and questions whether such a large administrative support component is required. The Committee trusts that the administrative support capacity will be examined in the context of the upcoming comprehensive review. (para. 61)	In the context of the Secretary-General's comprehensive review of the support account, an analysis of the Division's current core and variable capacity under the support account has been prepared. In addition, the Division has undertaken an initial review of current structure and General Service administrative support capacity. However, further evaluation will be required in connection with the management reform discussions and proposed changes to the department.
While the Advisory Committee has no objections to the proposed restructuring, it expects that the restructuring will result in efficiency gains, and trusts that the next report of the Secretary-General will include this information. (para. 63)	The restructuring of the Logistics Support Division on a resource-neutral basis serves as an enabler to support implementation of an end-to-end SCM approach in DFS. The full implementation of the new structure will benefit the Organization through the development of capacity to monitor, plan and manage global demand, strategic sourcing, delivery and a performance management framework for all field missions and other client entities. Once finalized, the holistic planning will result in efficiency gains through consolidation and economies of scale, improved visibility and stewardship over assets along with improved support to all clients. Currently, the Division is in the process of transitioning to an integrated SCM based on the organizational structure approved by the General Assembly. In the meantime, the Division has established capacity for integrated planning, performance management and strategic sourcing. The planning capacity has developed an enhanced web-based demand and acquisition planning tool that will ensure a uniform and consistent process to capture accurate and complete demand and source-planning data. The performance management capacity is in the process of developing a performance management framework, which will provide the status of current performance and a guide to developing measures for improvement.
The Committee is of the view that the report should have set out the staffing movements so as to enable an immediate comparison of the current and proposed staffing, with a clear identification of each staffing movement. (para. 64)	All proposed staffing movements are presented under tables or headings that clearly identify each staffing movement.
The Advisory Committee trusts that the quality assessments of the divisions of the Office of Internal Oversight Services will be conducted as scheduled, and that the results of the assessments will be provided to the General Assembly in due course. (para. 95)	**Internal Audit Division**. The Division engaged an external consultant to perform a quality assessment of its work in 2017, as required by the Institute of Internal Auditors Standards. The external assessment concluded that the Division generally conforms to the Standards. The Division also implements a quality assessment and improvement programme, which consists of ongoing and periodic internal quality assessments.

Request recommendation	*Action taken to implement request recommendation*
	Inspection and Evaluation Division. A focused internal exercise on standards of evidence is planned for 2018 within the Division's resources. **Investigations Division**. The Division plans to hold an external quality assessment within the next two years in order to evaluate its ongoing programme of cultural and professional improvement. Internal quality assessment is currently being carried out to test progress.
The Committee is of the view that OHCHR should review and further clarify the capacity required in the Peace Missions Support Section in New York vis-à-vis the capacity in Geneva. (para. 129)	In 2015, OHCHR started consolidating its resources dedicated to providing operational support to peacekeeping in New York, by establishing the Peace Missions Support Section and moving 3 regular budget posts from Geneva to New York. The benefit and added value of consolidating resources in New York in close proximity to departments and Member States became immediately apparent to DPKO/DFS and OHCHR. The redeployment of 3 outstanding posts under the support account from Geneva to New York was requested but not endorsed by the General Assembly at its seventieth and seventy-first sessions. The request for ensuring that the core capacity to service peacekeeping is located in New York reflects the reality of where work is conducted and the rational use of resources for New York-based processes, notably working with the Integrated Training Service and troop-and-police-contributing countries on training, and with integrated operational teams on backstopping of missions. The request for ensuring core capacity in New York responds to workload analysis and DPKO/DFS needs for human rights advice and support in New York. The peacekeeping centre of gravity is in New York, with the Security Council, DPKO and DFS, and major processes and forums originating and convening there. Following the recommendations of ACABQ on the effectiveness of maintaining resources in both Geneva and New York, OHCHR considers it appropriate to consolidate resources dedicated to peacekeeping in New York.

C. Board of Auditors

Document A/71/5 (Vol. II)

Request/recommendation	*Action taken to implement request/recommendation*
The Board recommends that the Department of Peacekeeping Operations develop a common workplan structure for its offices, divisions, sections and units so as to be able to link each of their planned outputs to the compacts of the Under-Secretary-General, the Assistant Secretaries-General and the Military Adviser. (para. 79)	Initial consultations over the development of a common workplan structure took place. This was paused, pending the outcome of the Secretary-General's decision to review the compacts of senior managers and to develop proposals on the peace and security reform and on shifting the management paradigm. Work will resume based on the decision of the General Assembly, with a mapping of current work planning practices and templates within the Department, the identification of core requirements, and the development of a standard template and of related processes to ensure alignment.
The Board also recommends that the Department of Field Support realign the strategic air operations objectives so that the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre are able to revise their standard operating procedures, key performance indicators, workplans and job descriptions. (para. 146)	As approved by the General Assembly in its resolution 71/294, the Strategic Air Operations Centre has been designated as a Tenant Unit directly reporting to the Air Transport Service of DFS. The standard operating procedures for the Centre were approved in July 2017. However, under the initiative of the Secretary-General in 2017, a comprehensive review of United Nations aviation has been launched which has been addressing all aspects of United Nations aviation, including further updating roles and responsibilities of the Strategic Air Operations Centre and the Transportation and Movements Integrated Control Centre in support of air operations. The Headquarters working group, under the comprehensive review of United Nations aviation, has recognized the need for further expanding and defining the role of Strategic Air Operations Centre, including through benefiting from sharing opportunities for executive and regional jets, along with designating the Centre to coordinate strategic/regional flights as well as operational control of widebody aircraft for strategic airlift of contingent personnel. The final report of the comprehensive aviation review will be available by in the first quarter of 2018.
The Board recommends that the Procurement Division coordinate with the Department of Field Support on how to include the process of establishing the regional acquisition plan of the Regional Procurement Office in the process of developing the global acquisition plan. (para. 208)	In view of the previous audit recommendation, Management accepted the recommendation to ensure that the global acquisition plan and the regional acquisition plan should be developed together and the regional acquisition plan should be aligned with the global acquisition plan. In order to achieve this and while the global acquisition plan was in development, for the current year requirements, a two-tier approach has been adopted for this particular instance (not as a general approach), i.e., short-term and long-term regional acquisition plans, so that immediate and ongoing requirements are not on hold while pending

Request recommendation	*Action taken to implement request recommendation*
	the completion of a global acquisition plan. Thus, as a temporary solution on an exceptional basis, the short-term regional acquisition plan covered immediate regional requirements that are known to date, against the expiring regional systems contracts (72 per cent) for the fiscal year 2017/18 and the agreed new requirement to be set up that would not conflict with the long-term global acquisition plan/regional acquisition plan (28 per cent). For a long-term planning outcome, the Regional Procurement Office indicated a target date to finalize the long-term regional acquisition plan in close alignment with a global acquisition plan by 31 December 2017. Further, the Logistics Support Division advised that for the preparation of the global acquisition plan, mission demand data would be consolidated through the new web-based tool developed by UNLB. Based on the latest update, there may be a slight delay in achieving the target date, as the global acquisition plan is still being finalized. While the preparation of the global acquisition plan and long-term regional acquisition plan is in progress, the Administration considered it necessary to make available replacement contracts for all expiring regional systems contracts, and accordingly identified them in the short-term regional acquisition plan. The Board may note that regional systems contracts established by the Regional Procurement Office to date had already covered the majority of the commonly used items by the peacekeeping missions. Depending on the demand, additional commodities/services would be considered for the regional systems contracts and would be reflected in the global acquisition plan and long-term regional acquisition plan. From 2019, it is expected that the web-based tool would be fully functional, therefore short-term regional acquisition plans would no longer be needed and instead the global acquisition plan and the regional acquisition plan would be developed concurrently, using global demand data. The new web-based demand and acquisition tool will give planners better visibility of mission identified net demand, enabling development of a sourcing strategy for acquisitions from system contracts, regional or local contracts or new procurement. The regional acquisition plans can be derived from the overall global acquisition plan.

Request recommendation	*Action taken to implement request recommendation*
The Board recommends that the role of the Regional Procurement Office be further defined in order to integrate it into the existing procurement structure (mission procurement sections and the Procurement Division) to allow for full usage of the Office, in accordance with General Assembly resolution 70/286. (para. 248)	Taking the Secretary-General's reform efforts aimed at decentralization to the local or regional level into account, Management accepts the Board's recommendation for the Procurement Division to collaborate with DFS and the missions to review the role and governance structure of the Regional Procurement Office in order to integrate the Office into the existing procurement structure and to allow full usage of the Office in accordance with General Assembly resolution 70/286.
The Board recommends that the Department of Field Support provide missions with a template for a mission-wide environmental action plan to ensure harmonization across missions, and that all missions promulgate updated mission-wide environmental action plans. (para. 340)	As stated in its subsequent report (A/72/5 (Vol. II)), the Board considers that the recommendation has been implemented. DFS stated that the recommendation has been implemented. DFS circulated the mission-wide environmental action plan template to all field missions in a code cable dated 21 March 2017. The guidance included timelines for peacekeeping missions to submit their mission-wide environmental action plans to Headquarters by 31 August 2017. The deadline for submission was reiterated in a code cable dated 28 July 2017 on environment strategy implementation. As of October 2017, all missions had submitted their action plans, except for UNISFA, which is currently being supported by DFS to complete its plan. Furthermore, the General Assembly approved, in mission budgets for the 2017/18 period, the standard indicator of achievement "Overall score on Department of Field Support Environmental Management Scorecard (2015/16: N/A; 2016/17: N/A; 2017/18: 100)" and, for all missions, the output "Implementation of the mission-wide environmental action plan, in line with DFS Environment Strategy".
The Board recommends that the Department of Peacekeeping Operations and the Department of Field Support ensure that the mandatory training delivered for the contingents of troop-contributing countries during their predeployment training includes a module on environmental management. (para. 363)	As stated in subsequent report (A/72/5 (Vol. II)), the Board considers that the recommendation has been implemented. DPKO and DFS stated that the new core predeployment training material, which is the basis for all predeployment training for uniformed and civilian personnel, was released in May 2017. The first two training-of-trainers courses for United Nations mission trainers and Member State trainers were conducted in China from 31 July to 4 August and from 7 to 11 August 2017. The new training material is an integral part of all Integrated Training Service-led training-of-trainers courses. It provides the basic knowledge on environmental management needed by all United Nations peacekeeping personnel, civilian and uniformed. Member States are required to certify delivery of the required United Nations predeployment

Request recommendation	*Action taken to implement request recommendation*
	training, including the new training material, as part of the force generation process.
The Board recommends that the Department of Field Support update regularly the description of its structure and the core functions of its divisions to determine accountabilities and administrative responsibilities. (para. 398)	DFS stated that the recommendation has been overtaken by events. The General Assembly resolution on the support account for the 2017/18 financial period approved the restructuring of the Logistics Support Division and the establishment of an Environment Section in the Office of the Under-Secretary-General for Field Support on 30 June 2017. While the Department agrees to the revision of the Secretary-General's bulletin to reflect organizational changes, the update may be delayed in the context of the management reform proposals, which may have an impact on the Secretariat's organizational structure. In view of the ongoing reform processes and given that the update will apply to the entire Organization, the Department considers that the recommendation has been overtaken by events and should be closed.
The Board recommends that the Administration continue its work to enhance the quality of the data in Umoja and to create reports enabling monitoring, especially in the light of the upcoming decommissioning of the Galileo asset management system and the cleansing and migration of its inventory holdings. (para. 411)	The Administration agrees with the recommendation and will continue efforts to enhance the quality of data in Umoja and to create of reports to enable monitoring.